Offline to Offline

O2O进化论

数据商业时代全景图

板砖大余 姜亚东◎著

企业互联网转型的地图和教科书

什么是有温度的数据？O2O的本质是商业数据化

风险即战略 文化即管理 口碑即品牌 分享即营销 服务即销售

中信出版社·CHINA CITIC PRESS

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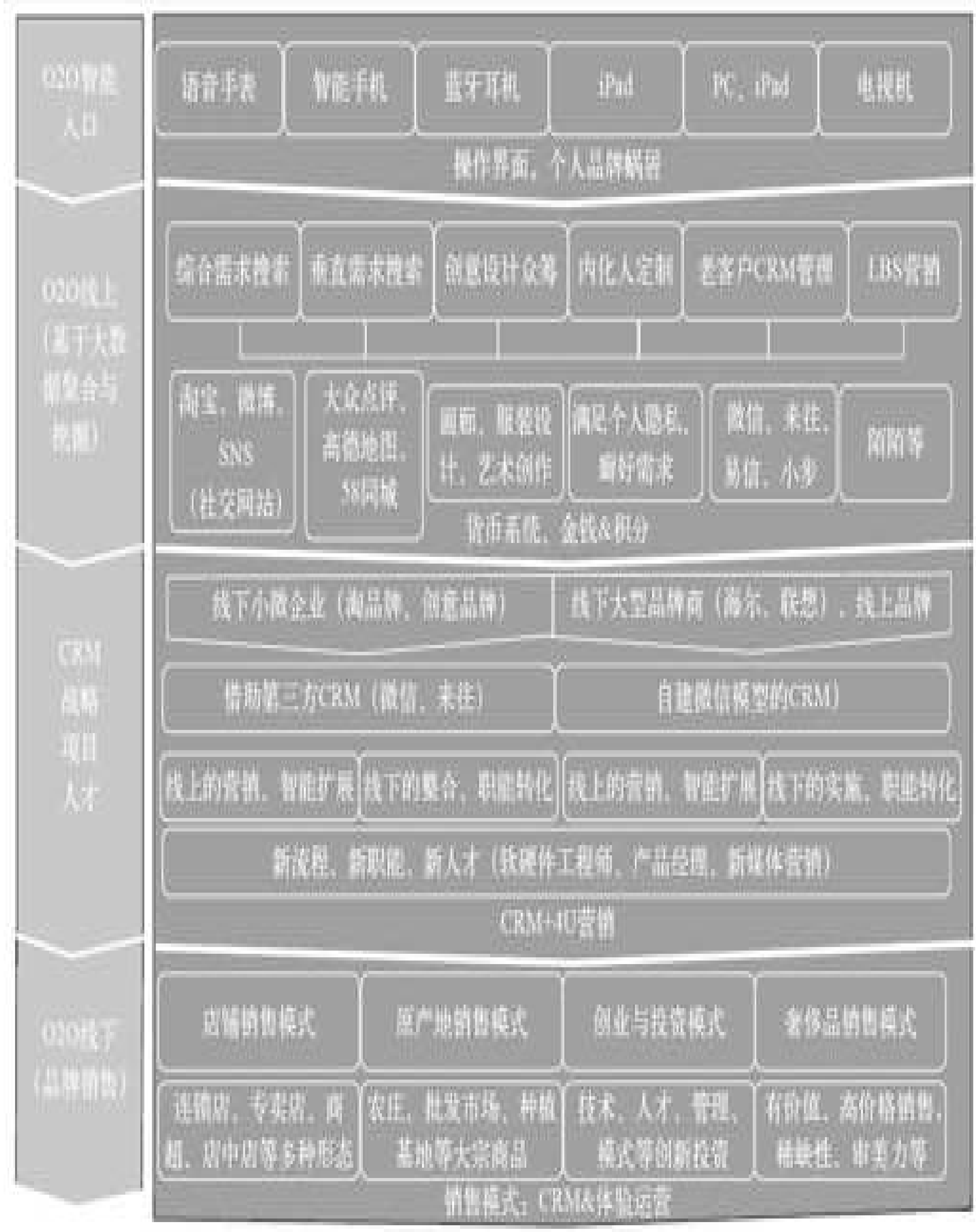
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[illegible]“[illegible]”[illegible]O2O[illegible]O2O[illegible]

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[illegible]CRM[illegible]O2O[illegible]

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[illegible]&[illegible]	[illegible]	
[illegible]	[illegible]	[illegible]

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[illegible]O2O[illegible]CRM[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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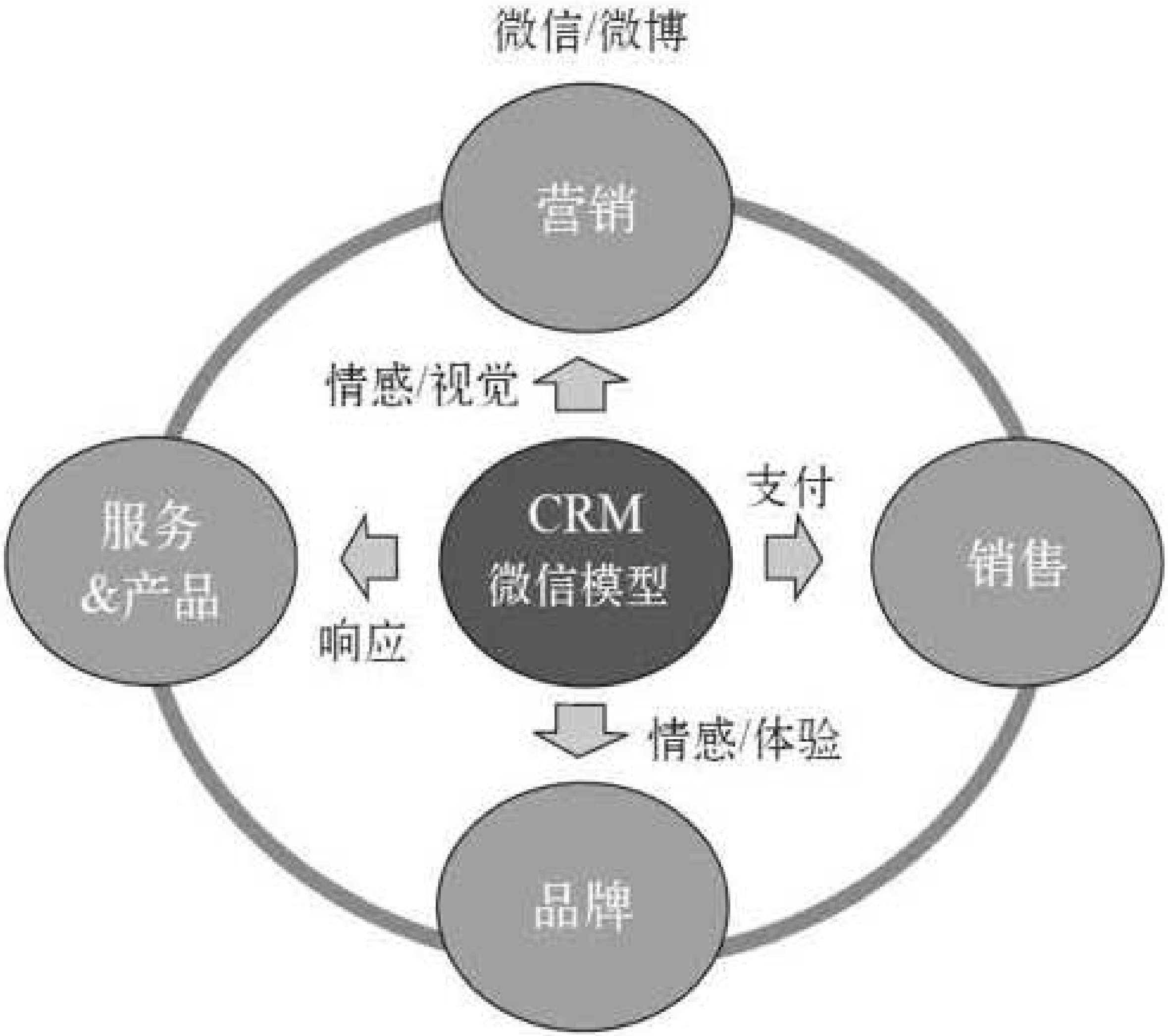
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2. [illegible]O2O[illegible]CRM+[illegible]——[illegible]

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4. □□O2O□□□CRM+□□——□□□□

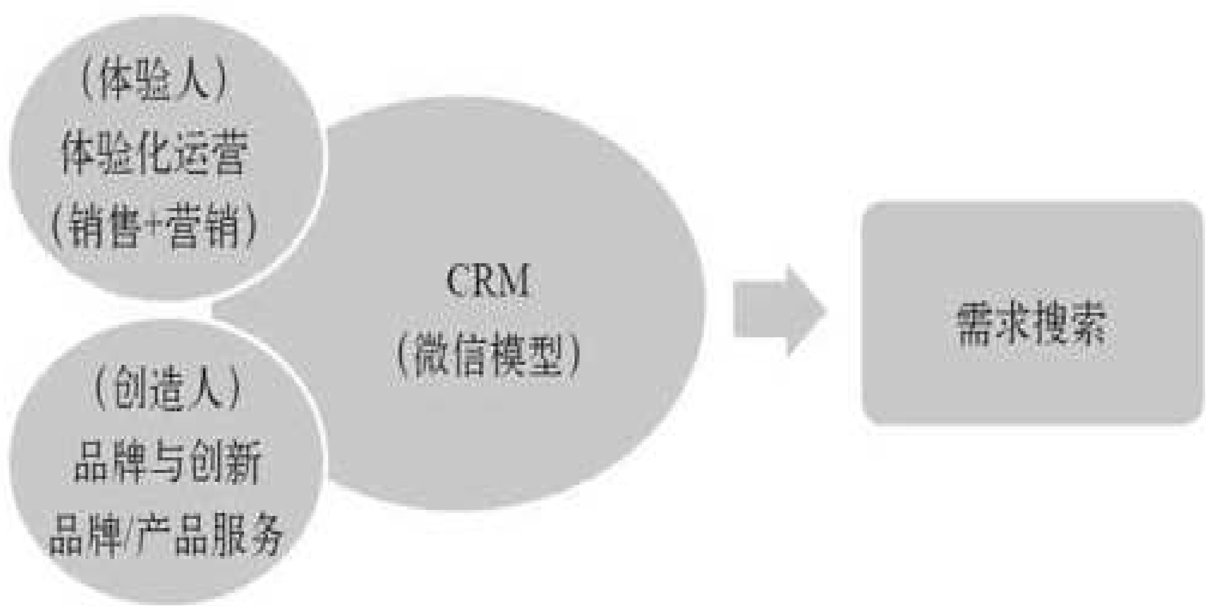
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2. CRM+[illegible]+[illegible]——[illegible]

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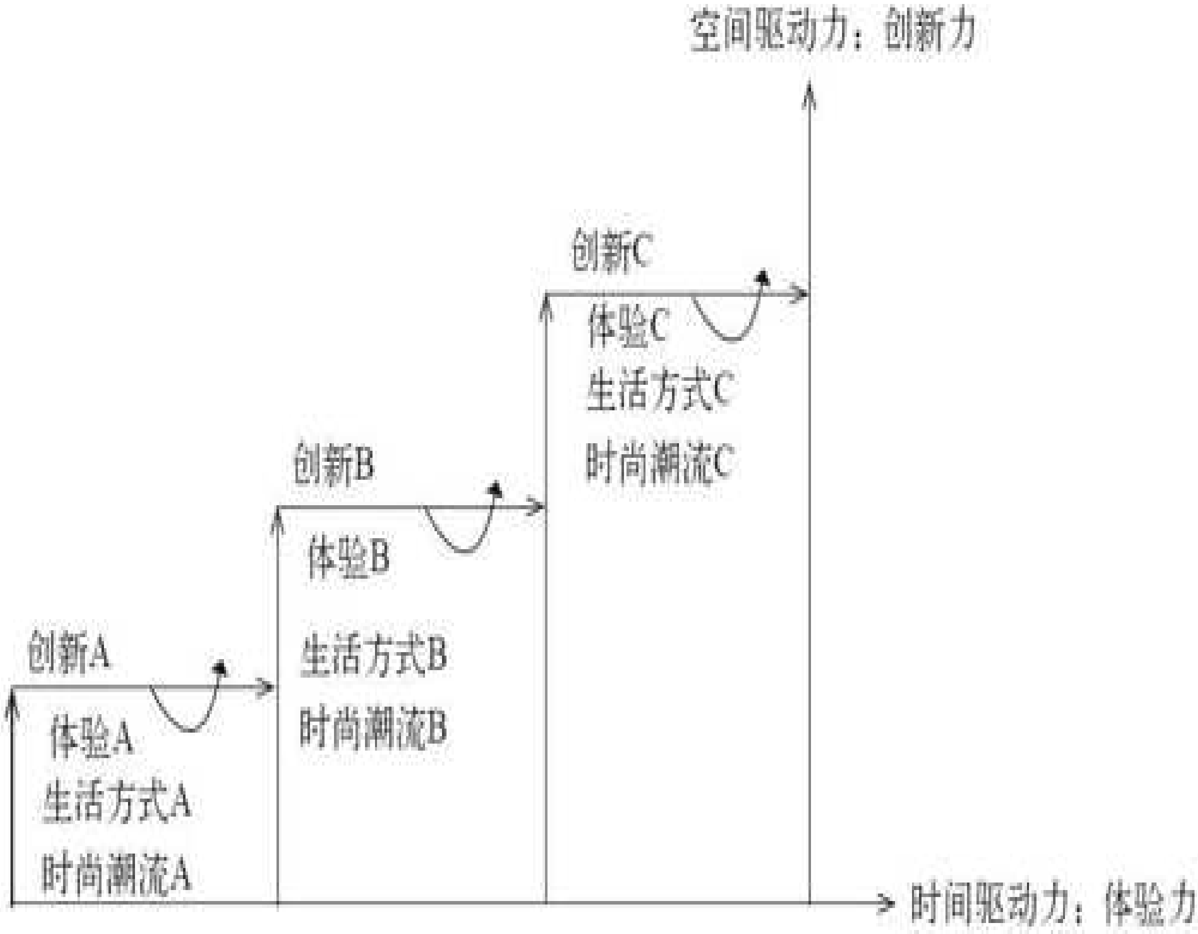
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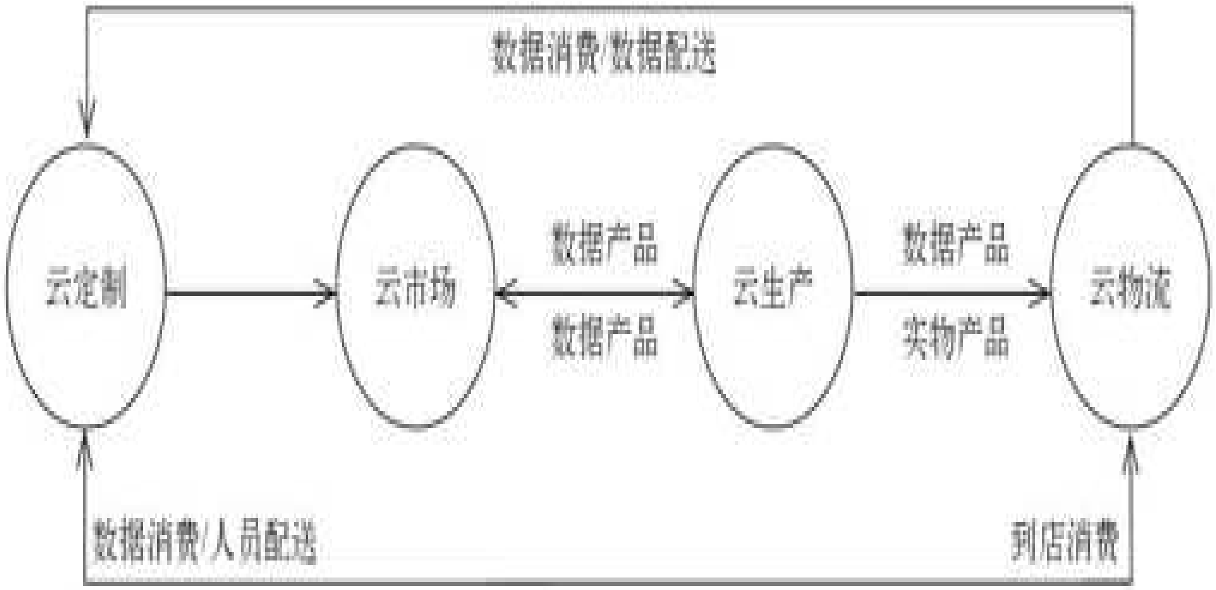
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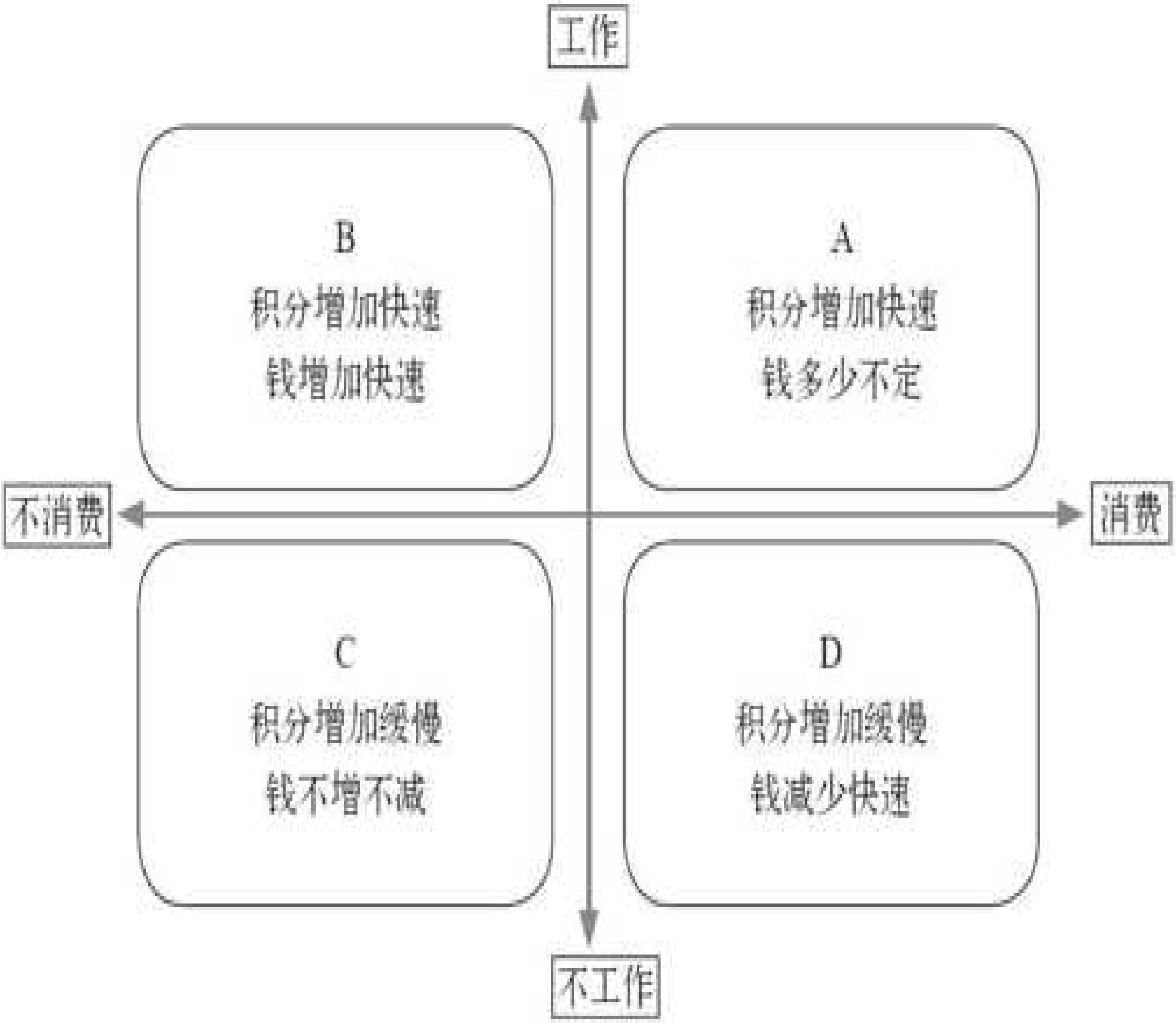
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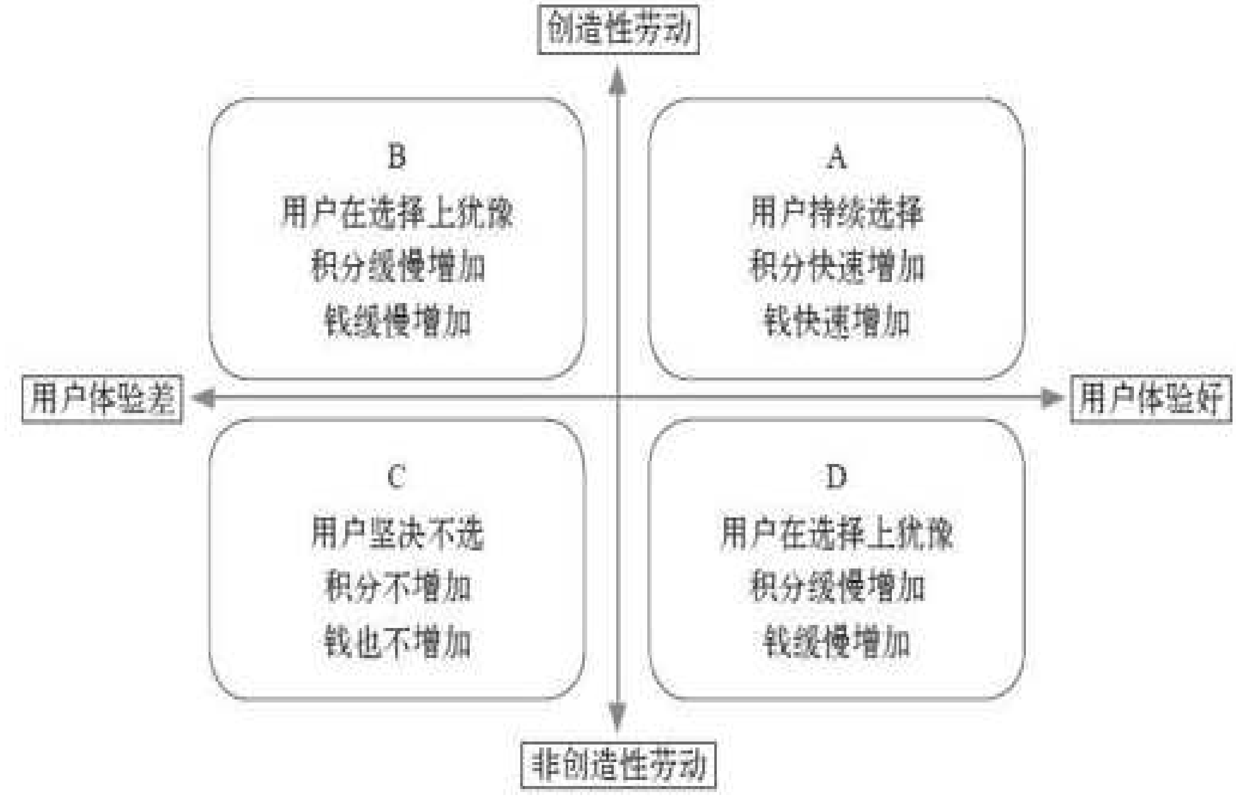
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钱增加快速
A
积分增加快速
钱多少不定
不消费
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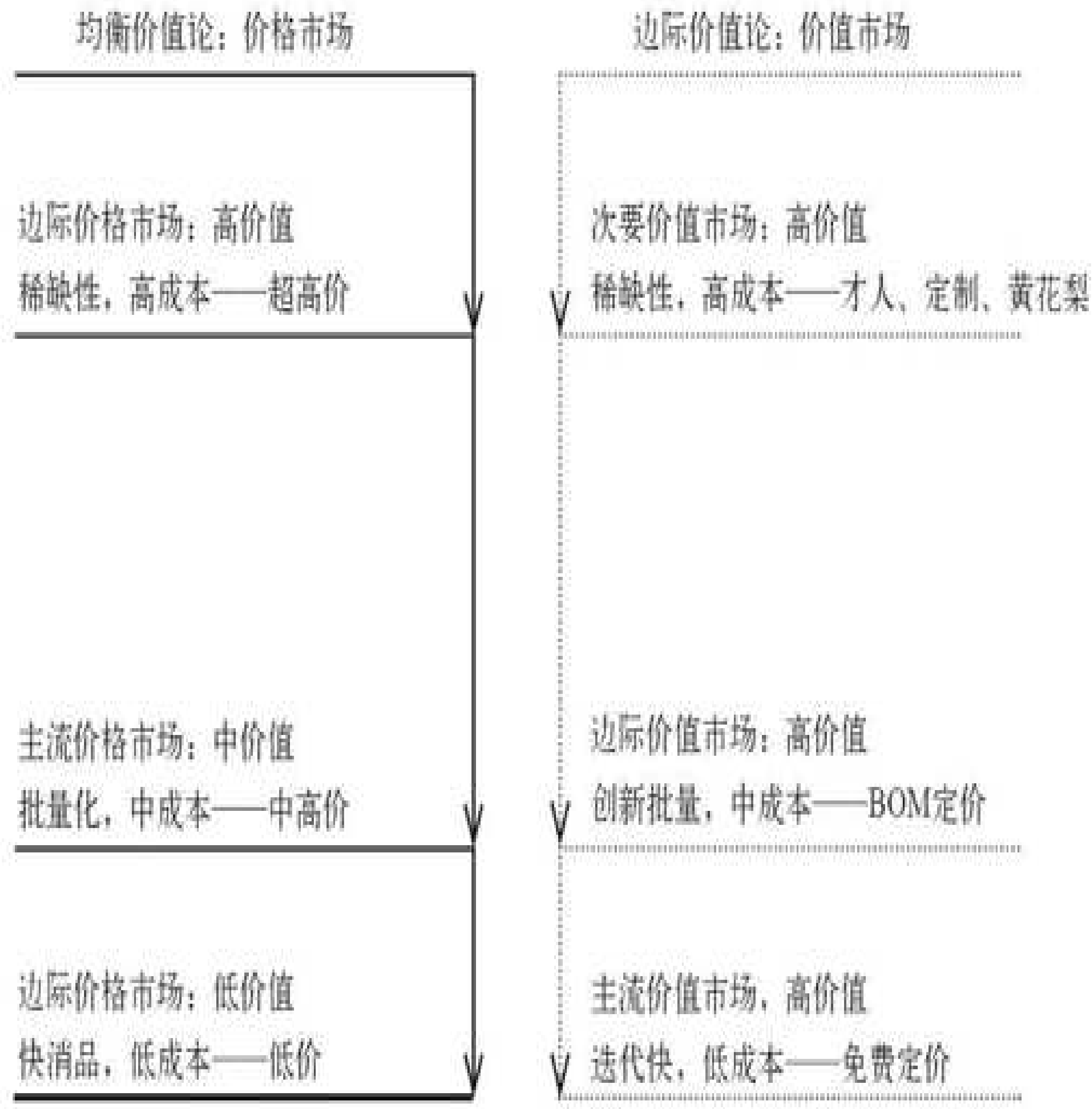
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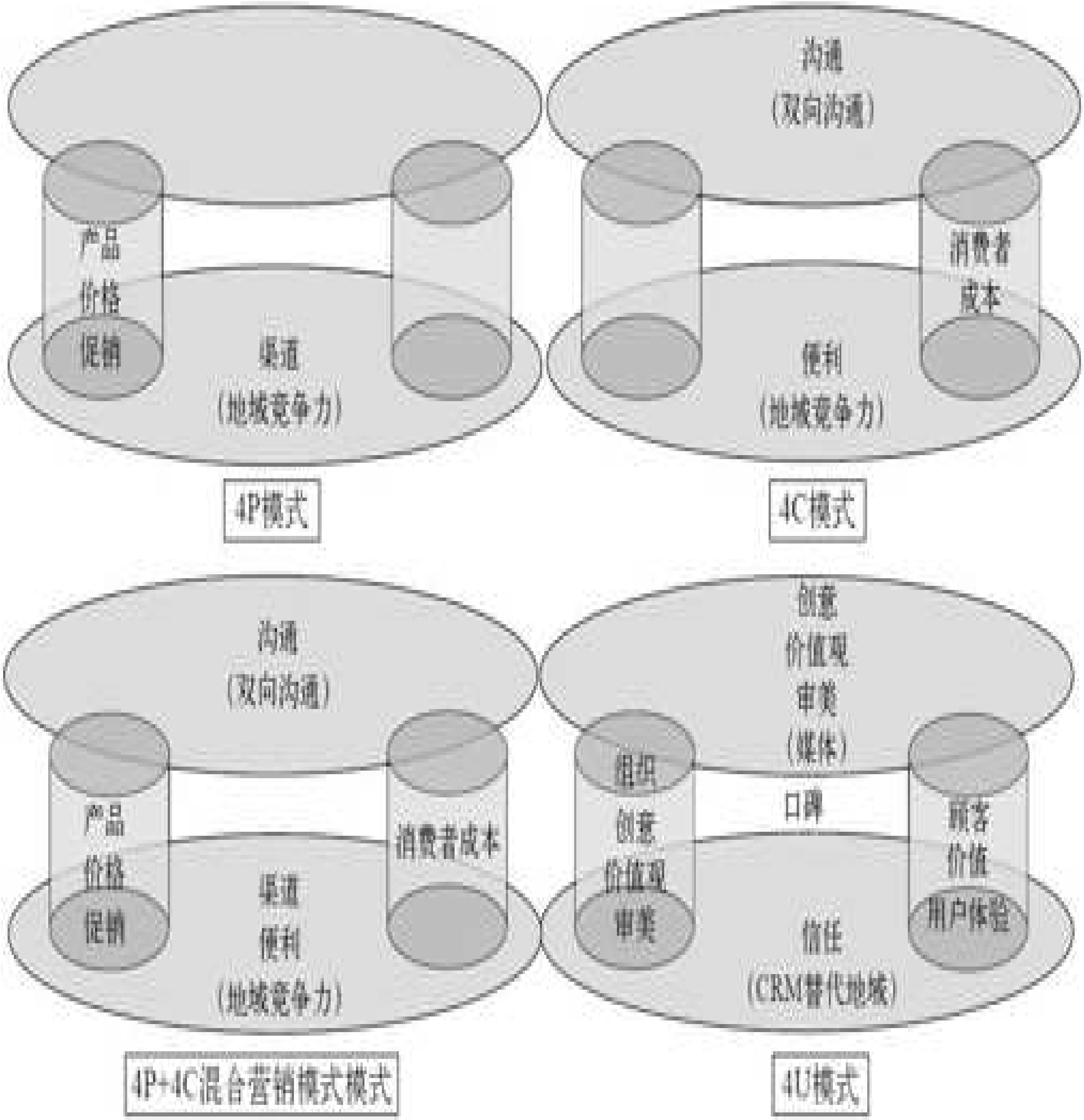
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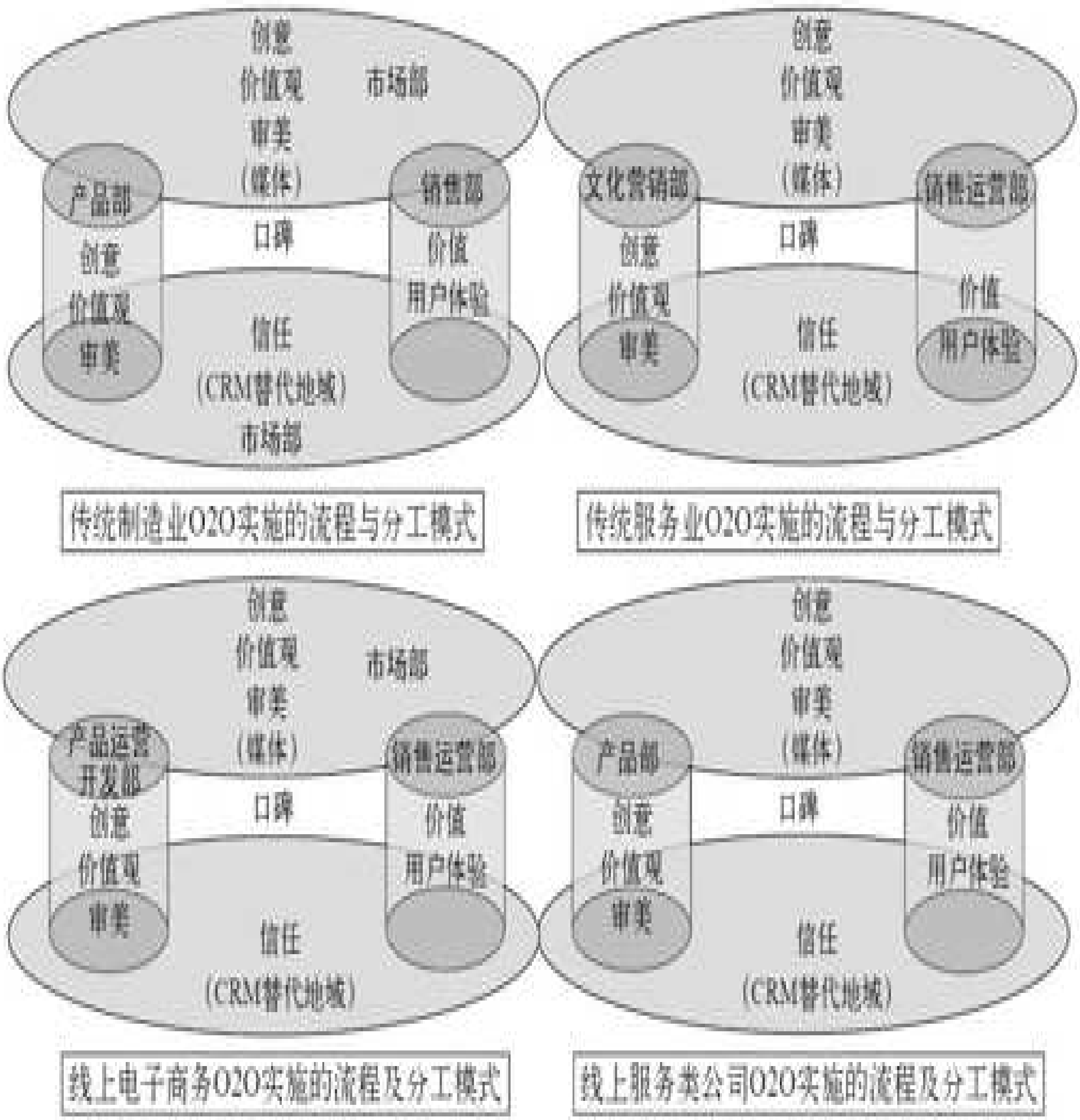
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[illegible]60[illegible]

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[illegible]3–5 [illegible]

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[illegible]	[illegible]8[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]6[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]4[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]2[illegible]	[illegible]	[illegible]	[illegible]
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“[illegible]”[illegible]CRM[illegible]

4U[illegible]4P[illegible]4C[illegible]+[illegible]+[illegible]

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[illegible]3–6 [illegible]2[illegible]

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[illegible]

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[illegible]

[illegible]

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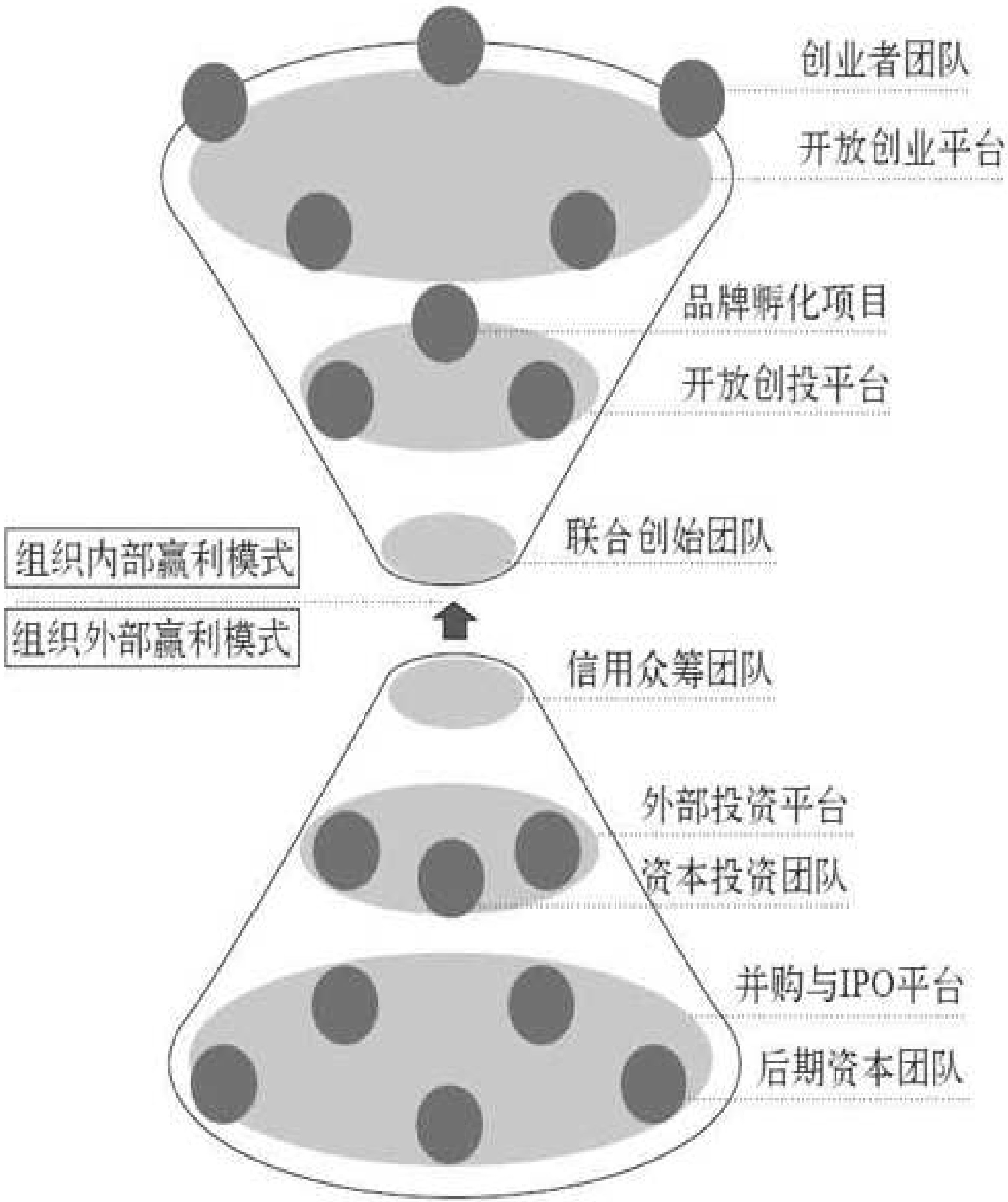
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[illegible]3–7[illegible]


创业者团队
开放创业平台
品牌孵化项目
开放创投平台
联合创始团队
组织内部赢利模式
组织外部赢利模式
信用众筹团队
外部投资平台
资本投资团队
并购与IPO平台
后期资本团队

[illegible]3–7 [illegible]

[illegible]

[illegible]“[illegible]”[illegible]

[illegible]+[illegible]

[illegible]

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[illegible]360[illegible]1[illegible]MBA/EMBA[illegible]

[illegible]

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[illegible]

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[illegible]

O2O[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]——[illegible]

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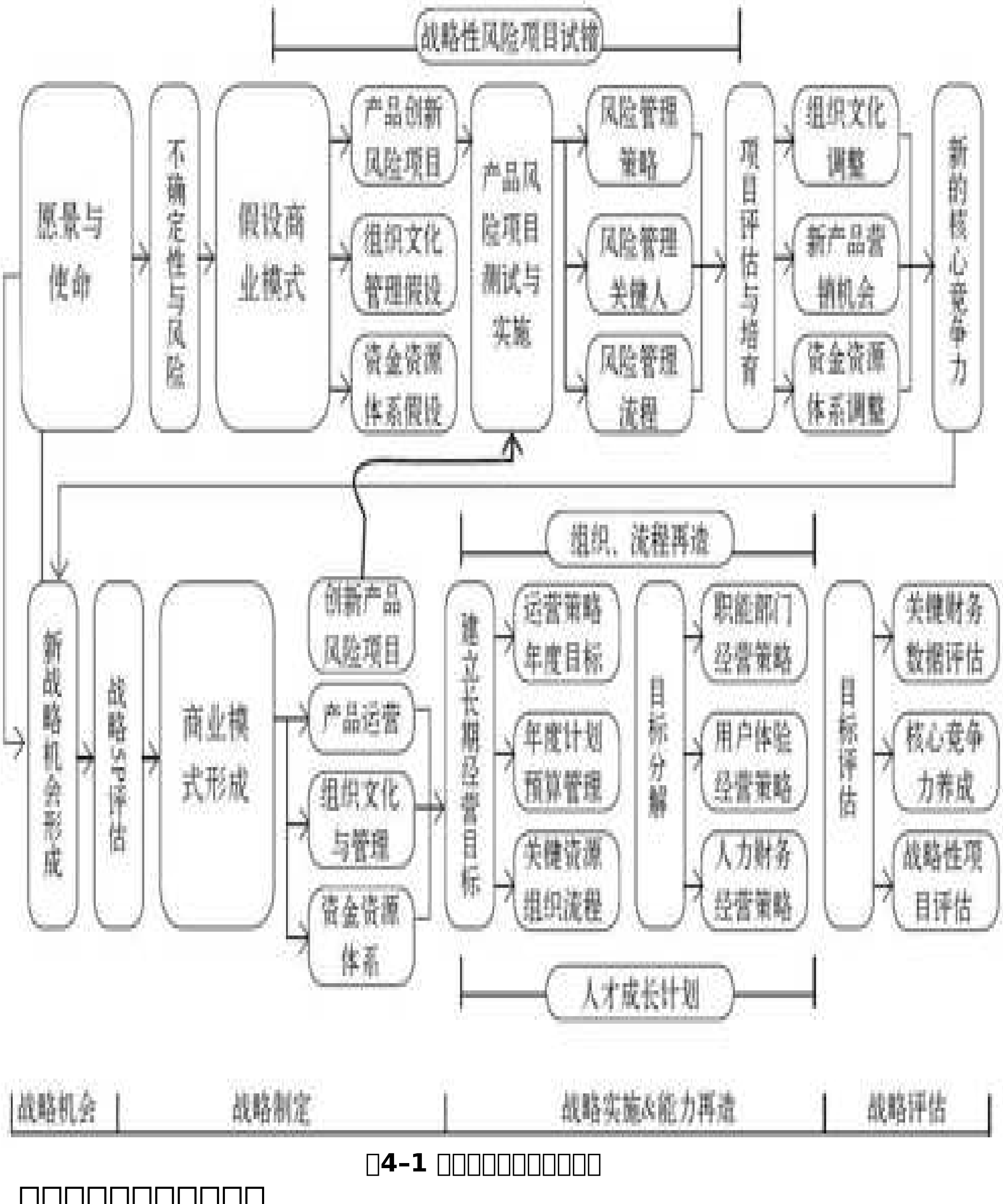
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[illegible]360[illegible]360[illegible]360[illegible]

[illegible]



[illegible]4–1 [illegible]

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“[illegible]”[illegible]60[illegible]70[illegible]80[illegible]90[illegible]“[illegible]”[illegible]60[illegible]70[illegible]80[illegible]90[illegible]

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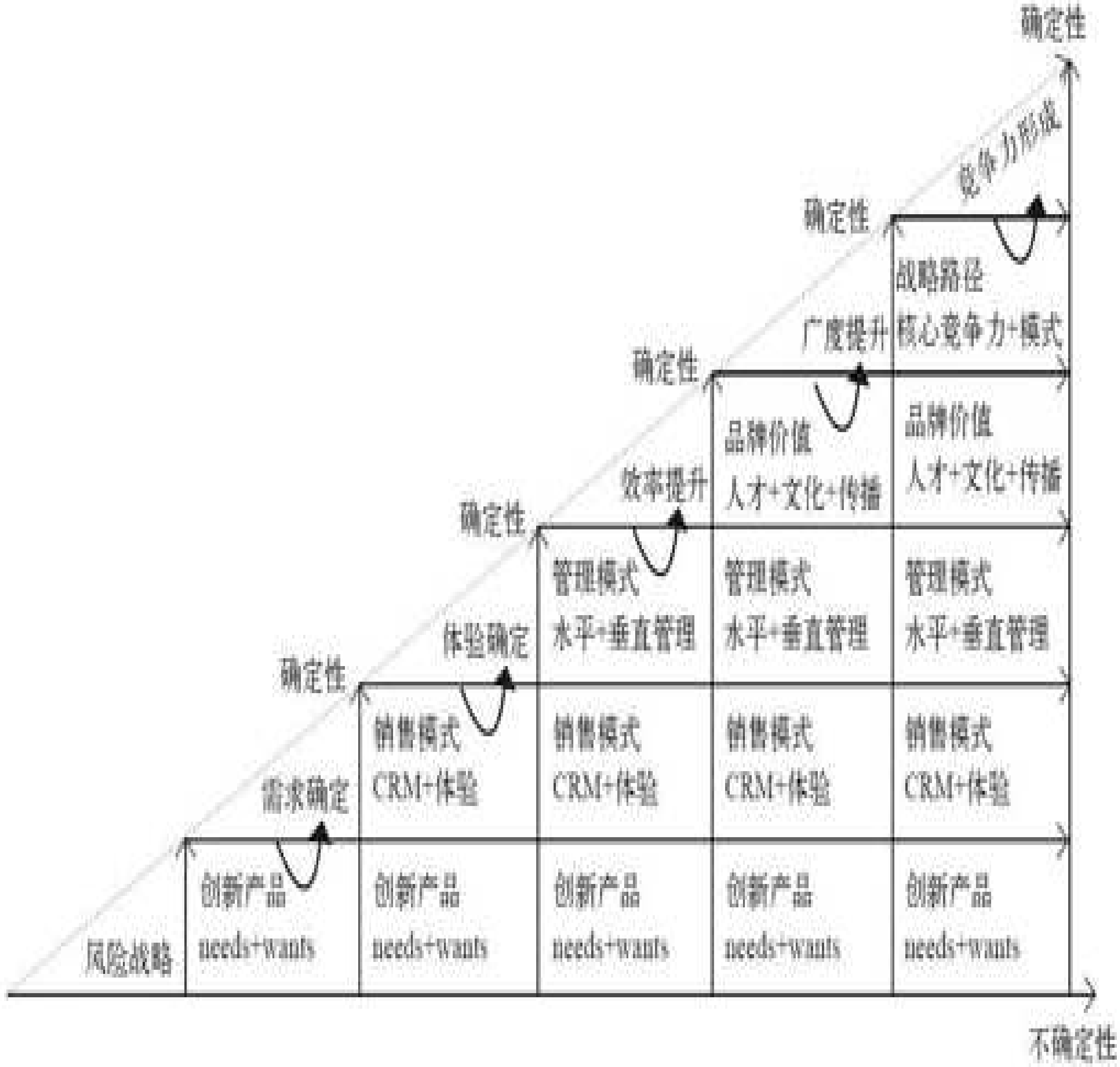
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[illegible]——[illegible]

[illegible]4–2[illegible]


确定性
竞争力形成
确定性
战略路径
核心竞争力+模式
广度提升
确定性
品牌价值
人才+文化+传播
品牌价值
人才+文化+传播
效率提升
确定性
管理模式
水平+垂直管理
管理模式
水平+垂直管理
管理模式
水平+垂直管理
体验确定
确定性
销售模式
CRM+体验
销售模式
CRM+体验
销售模式
CRM+体验
销售模式
CRM+体验
需求确定
创新产品
needs+wants
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创新产品
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创新产品
needs+wants
创新产品
needs+wants
风险战略
不确定性

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[illegible]IPO[illegible]

[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]O2O[illegible]CRM[illegible]——[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”

[illegible]

[illegible]9[illegible]

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[illegible]“[illegible]”[illegible]2010[illegible]2013[illegible]“[illegible]”[illegible]BOM[illegible]

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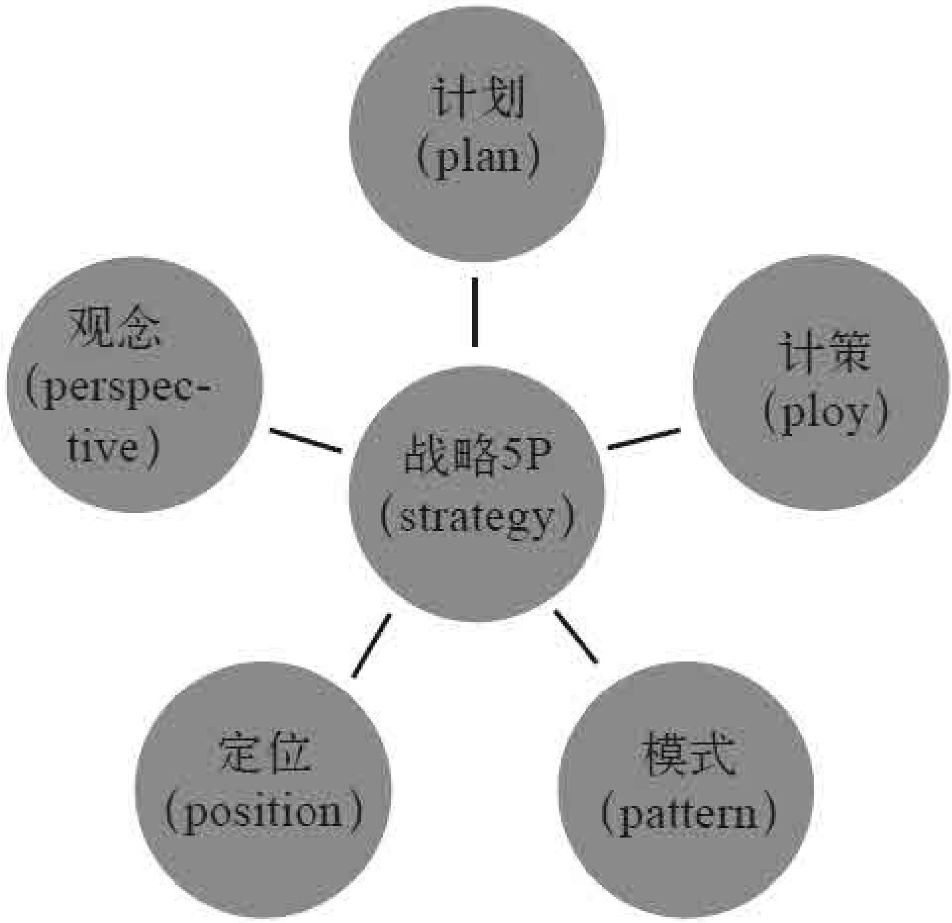
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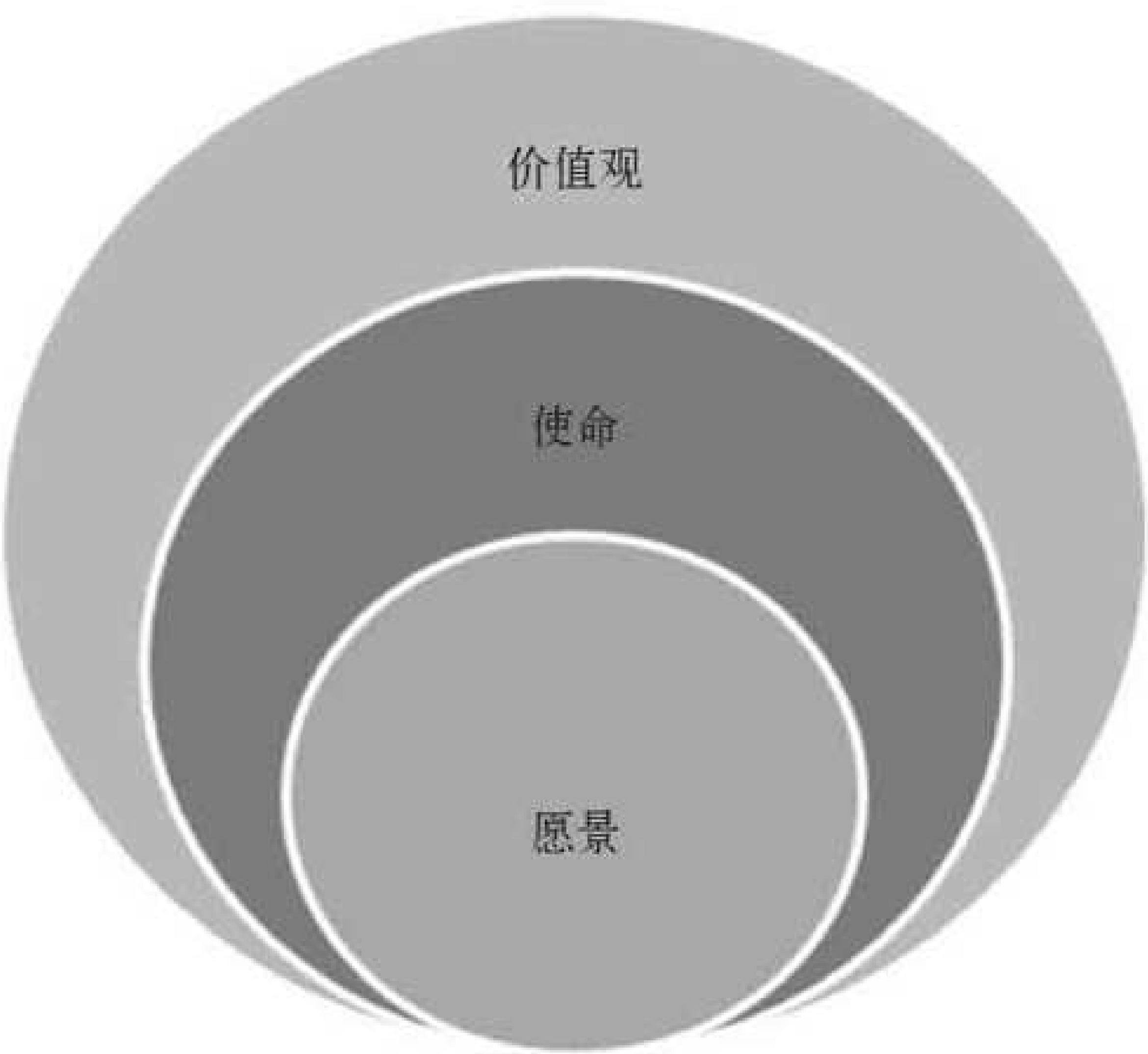
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[illegible]·[illegible] 70% [illegible] 40% [illegible] 40% [illegible] 40% [illegible] 25% [illegible]

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2012[illegible]“9P[illegible]”[illegible]3[illegible]10[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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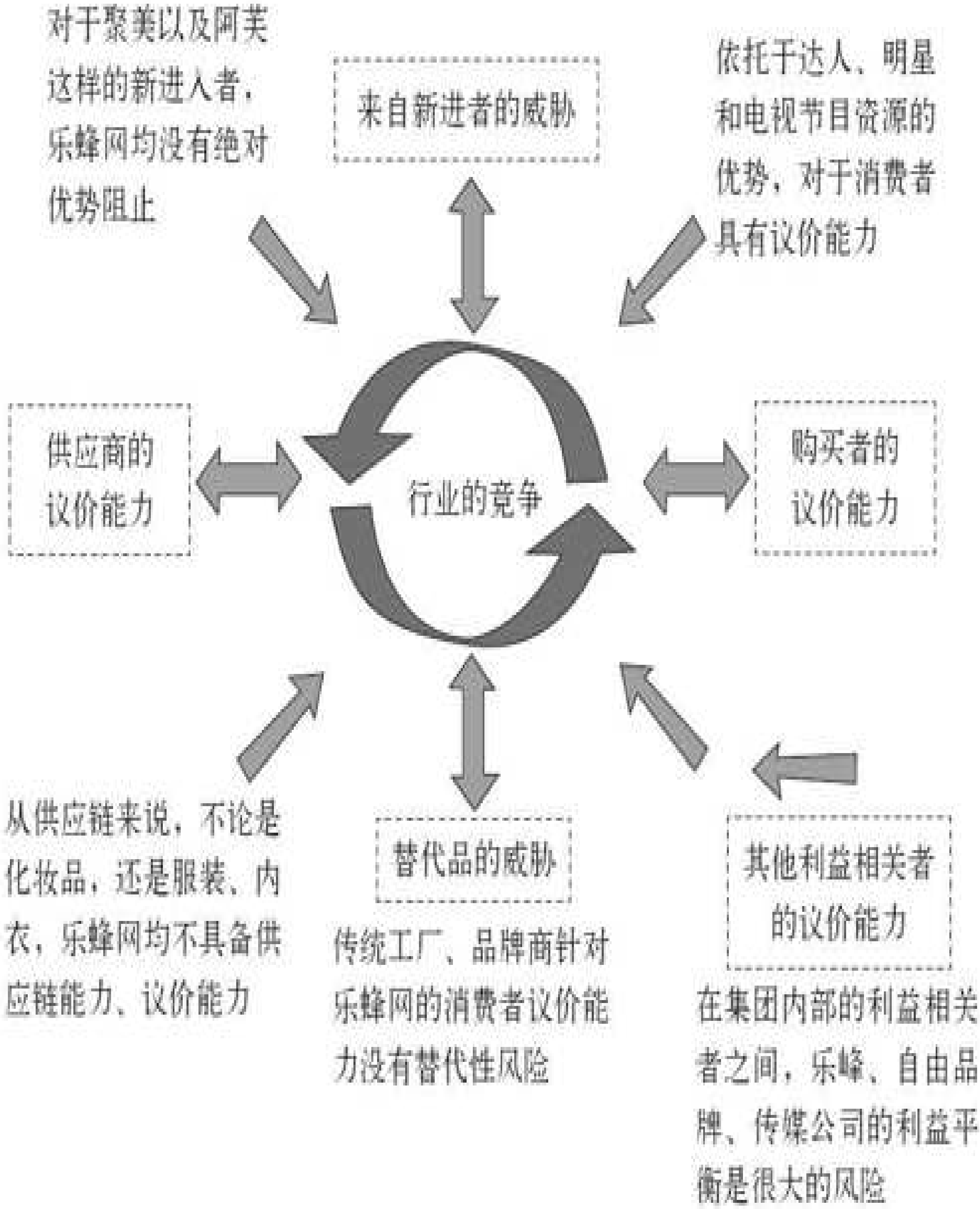
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对于聚美以及阿芙这样的新进人者，乐蜂网均没有绝对优势阻止
来自新进者的威胁
依托于达人、明星和电视节目资源的优势，对于消费者具有议价能力
供应商的议价能力
行业的竞争
购买者的议价能力
从供应链来说，不论是化妆品，还是服装、内衣，乐蜂网均不具备供应链能力、议价能力
替代品的威胁
传统工厂、品牌商针对乐蜂网的消费者议价能力没有替代性风险
其他利益相关者的议价能力
在集团内部的利益相关者之间，乐蜂、自由品牌、传媒公司的利益平衡是很大的风险

[illegible]4-5 [illegible]

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[illegible]“[illegible]”[illegible]

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[illegible]10[illegible]

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[illegible]JPlus[illegible]

[illegible]“[illegible]”[illegible]+[illegible]

[illegible]1 000[illegible]+[illegible]90%[illegible]600[illegible]

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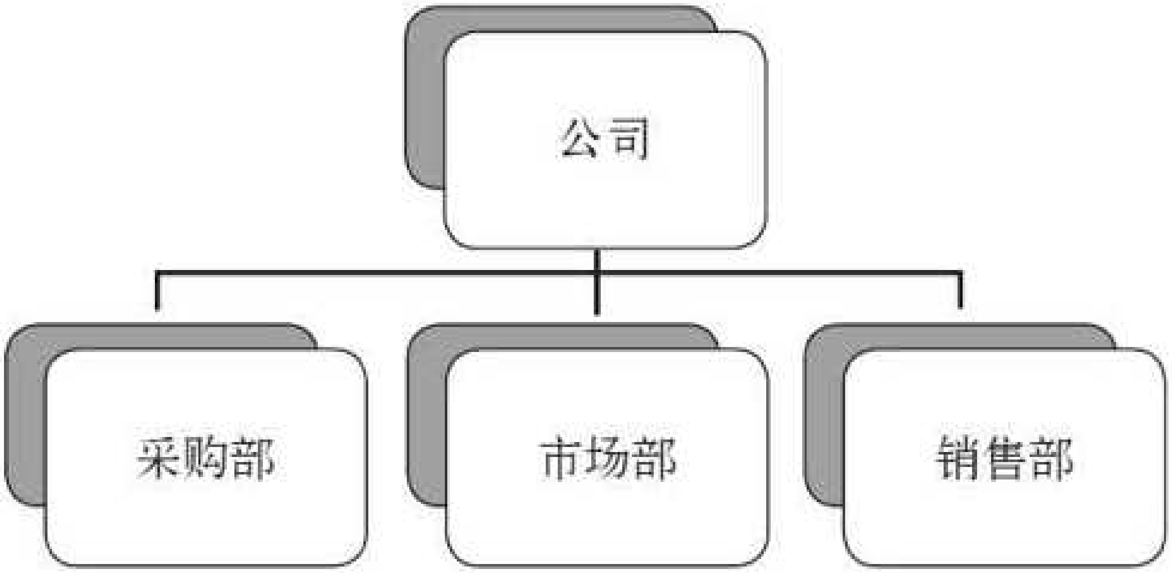
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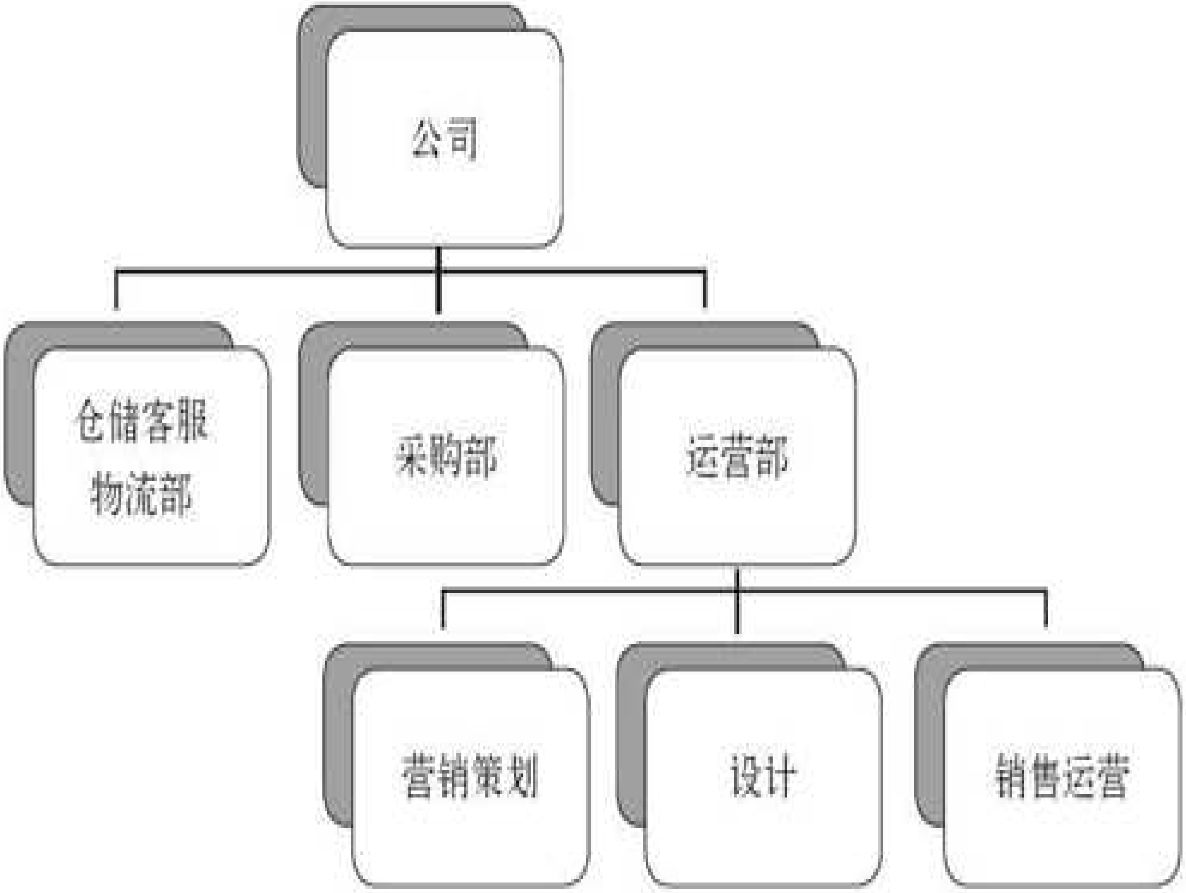
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2010[illegible]“[illegible]”[illegible]5[illegible]



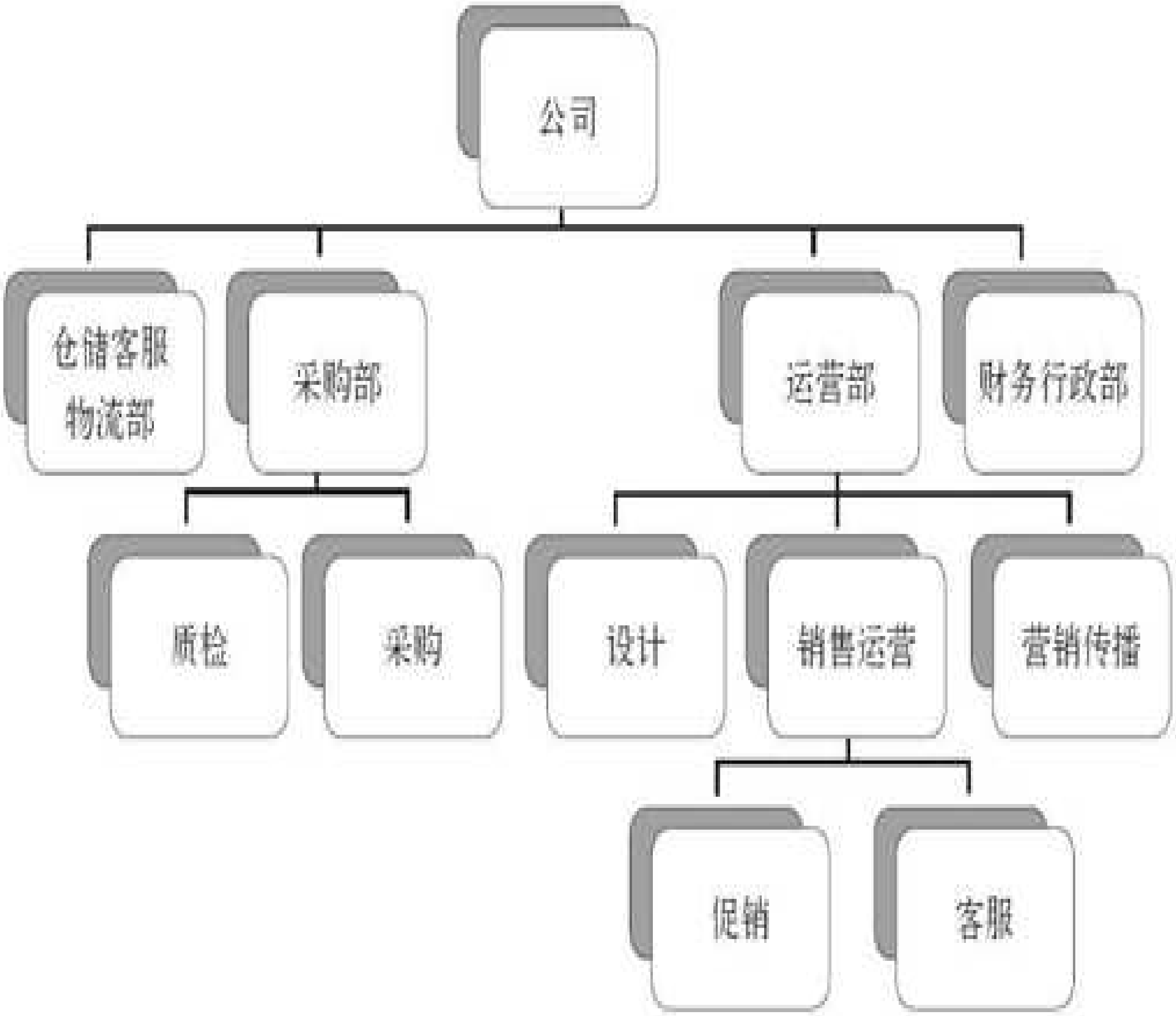
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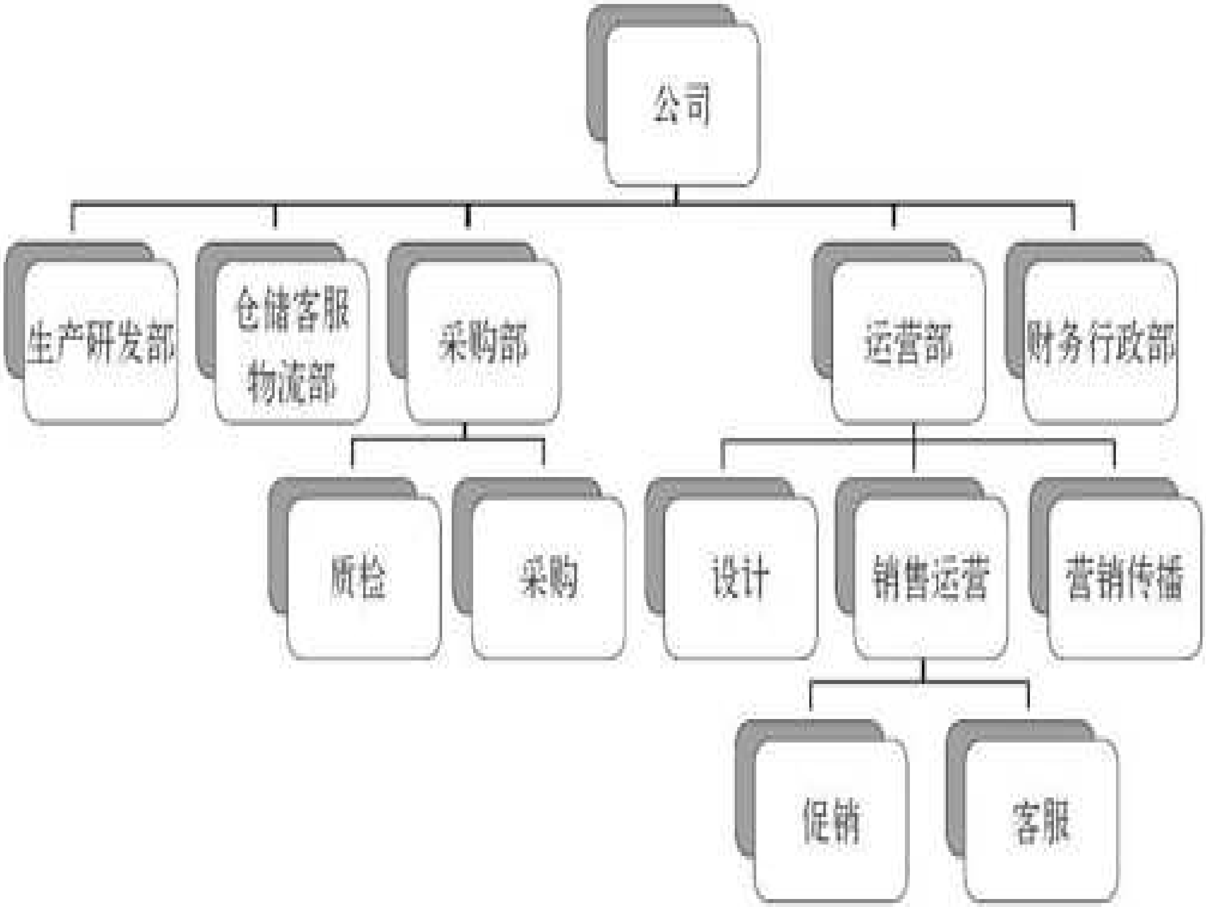
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[illegible]15[illegible]


公司
仓储客服物流部
采购部
运营部
财务行政部
质检
采购
设计
销售运营
营销传播
促销
客服


公司
生产研发部
仓储客服物流部
采购部
运营部
财务行政部
质检
采购
设计
销售运营
营销传播
促销
客服

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3. [illegible]
4. [illegible]
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6. [illegible]
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8. [illegible]
9. [illegible]IT[illegible]

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[illegible]O2O[illegible]·[illegible]70%[illegible]40%[illegible]40%[illegible]40%[illegible]25%[illegible]“[illegible]”[illegible]

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标准化机械制造的垂直分工模式
软件
结构设计师
电气工程师
模具
手板模制作师
模具工程师
采购
电机等电气设备采购
外壳等结构件采购
标贴等印刷品采购
生产
A组建组装工人
B组建组装工人
总装工人
包装工人
运输转库工人
仓库人员
营销
品牌管理人员
关公人员
广告人员
促销策划人员
渠道管理人员
销售
大客户渠道管理
直销渠道管理
代理商渠道管理
服务
店长
促销员
司机兼送货工
安装、维修工
定制化数字制造的水平分工模式
产品架构
产品经历
软件
硬件
美工/特效
市场&销售

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人才与文化
产品创新与生产
销售与营销
（O2O架构）
资本与服务

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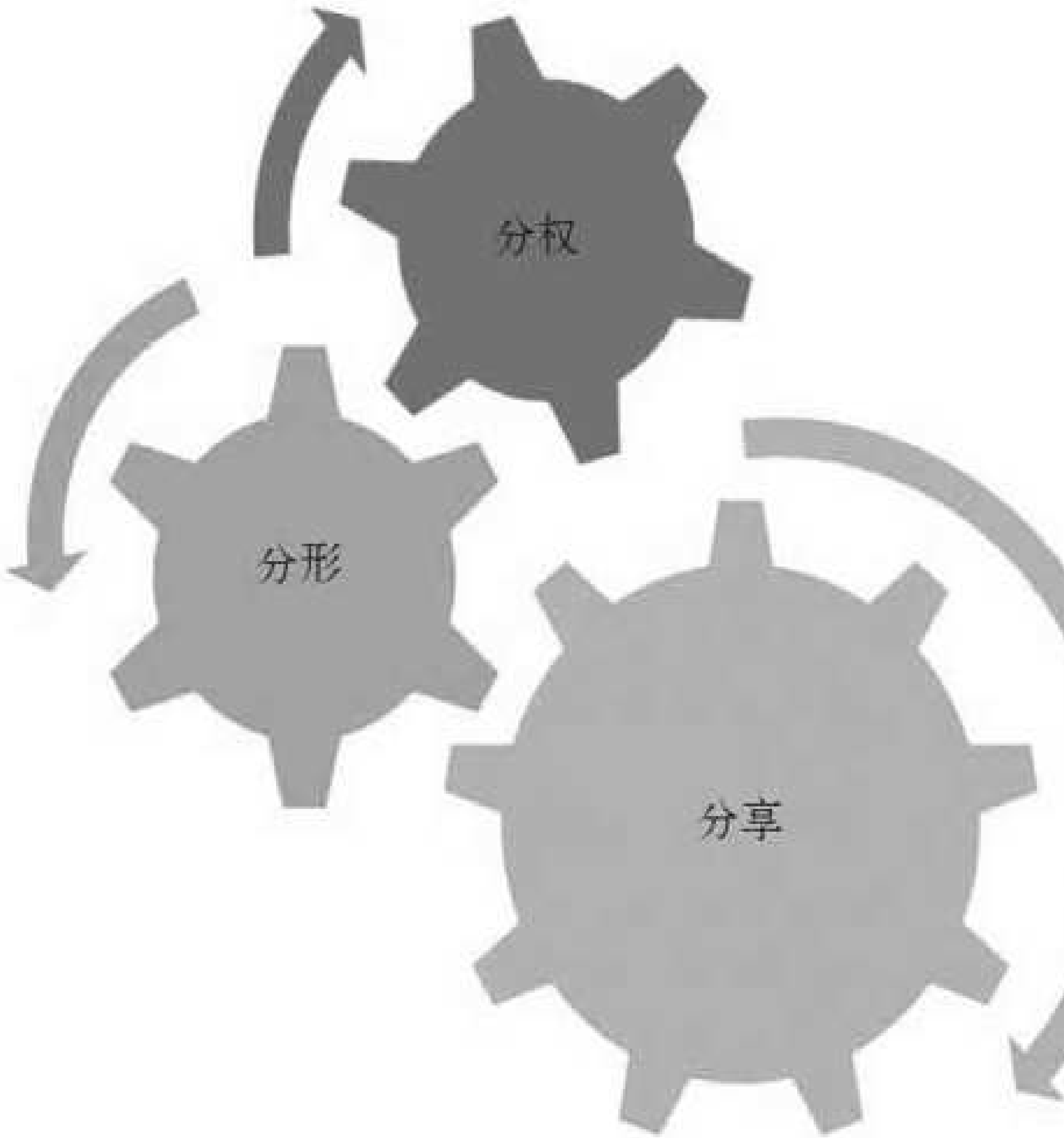
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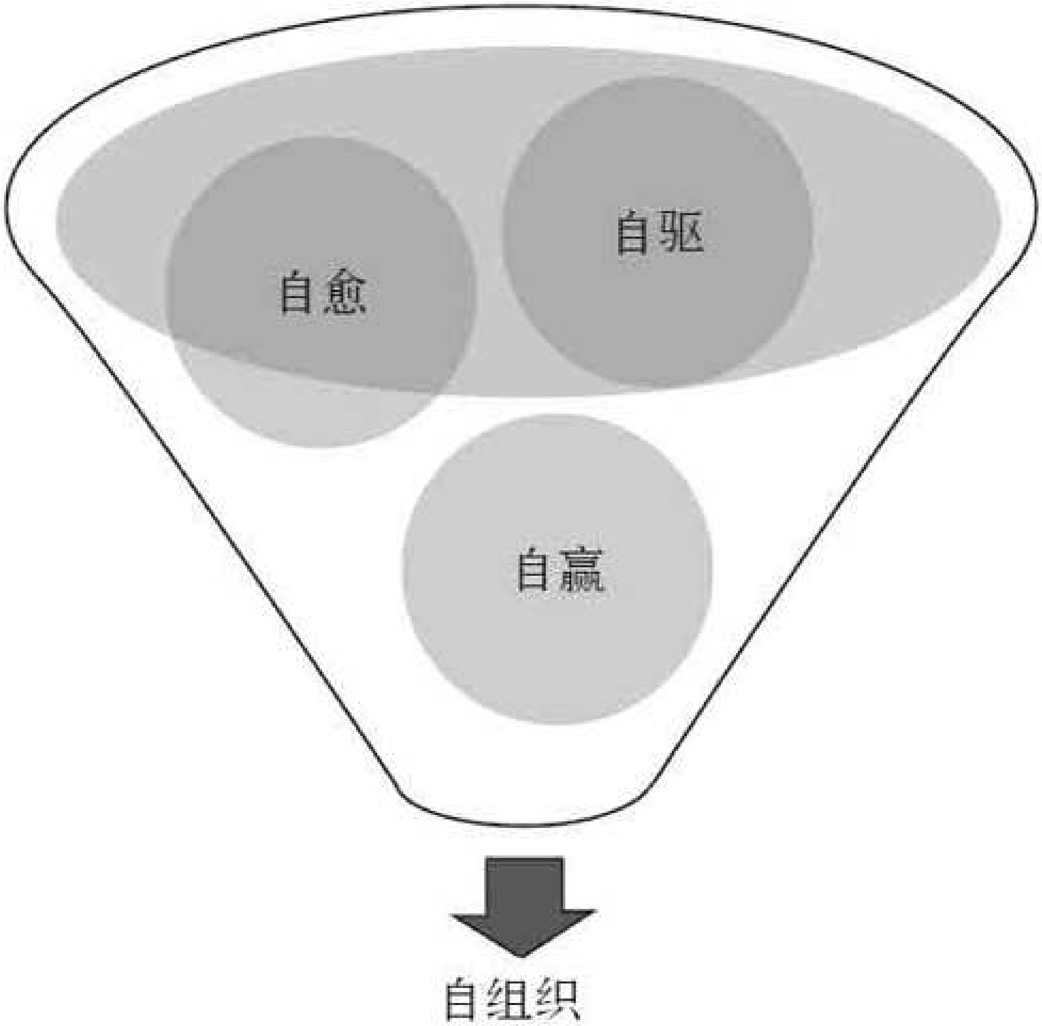
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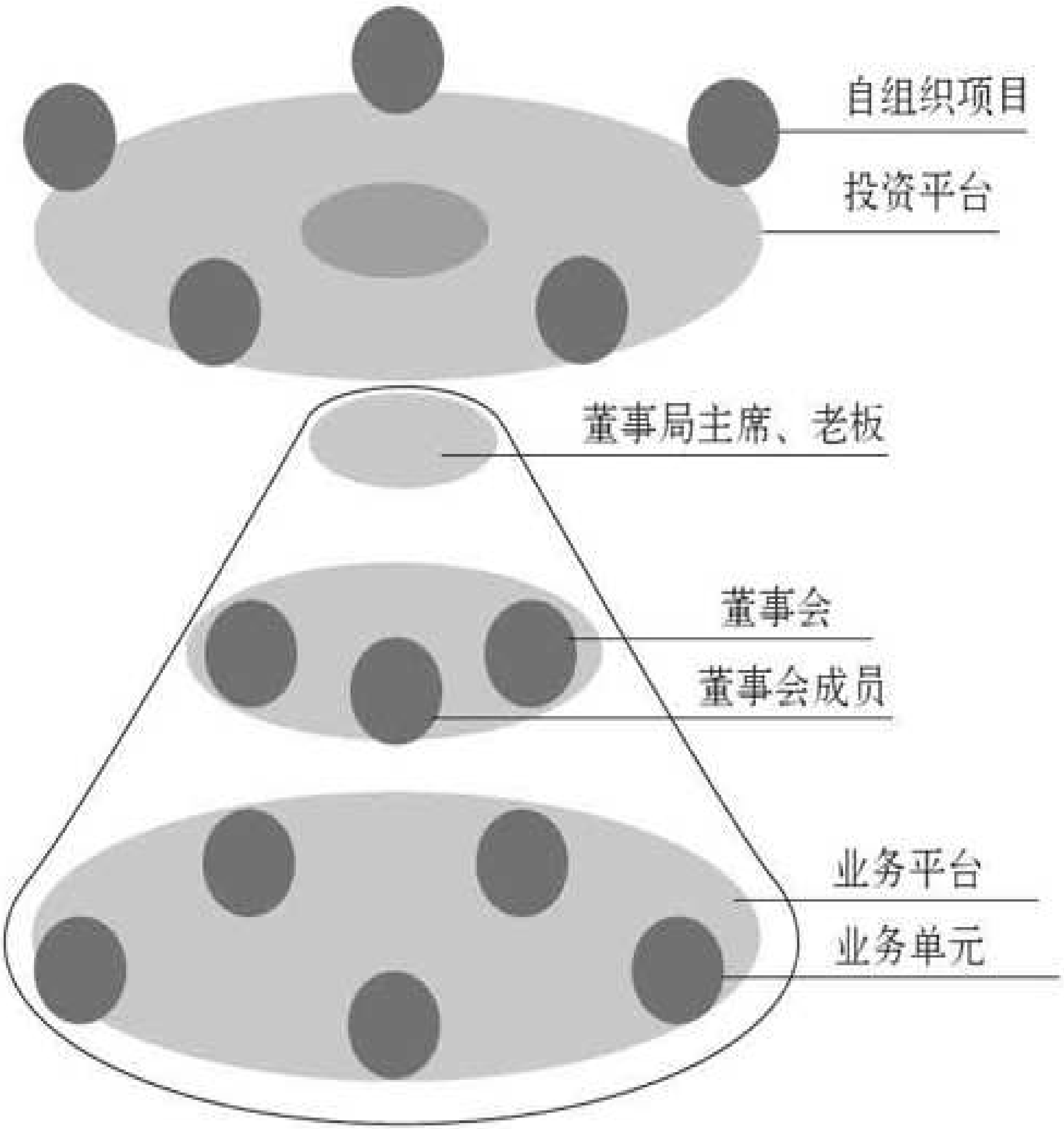
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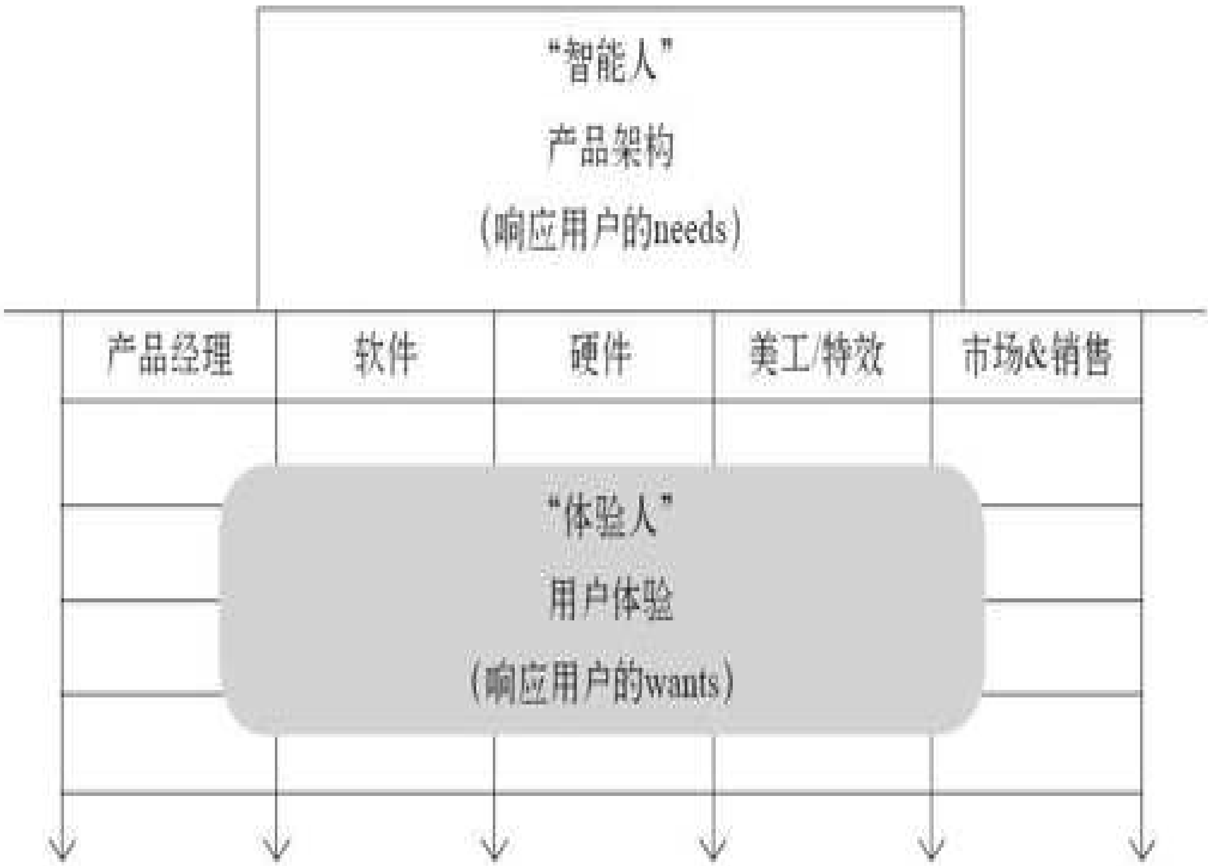
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O2O□□□logo□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□logo□

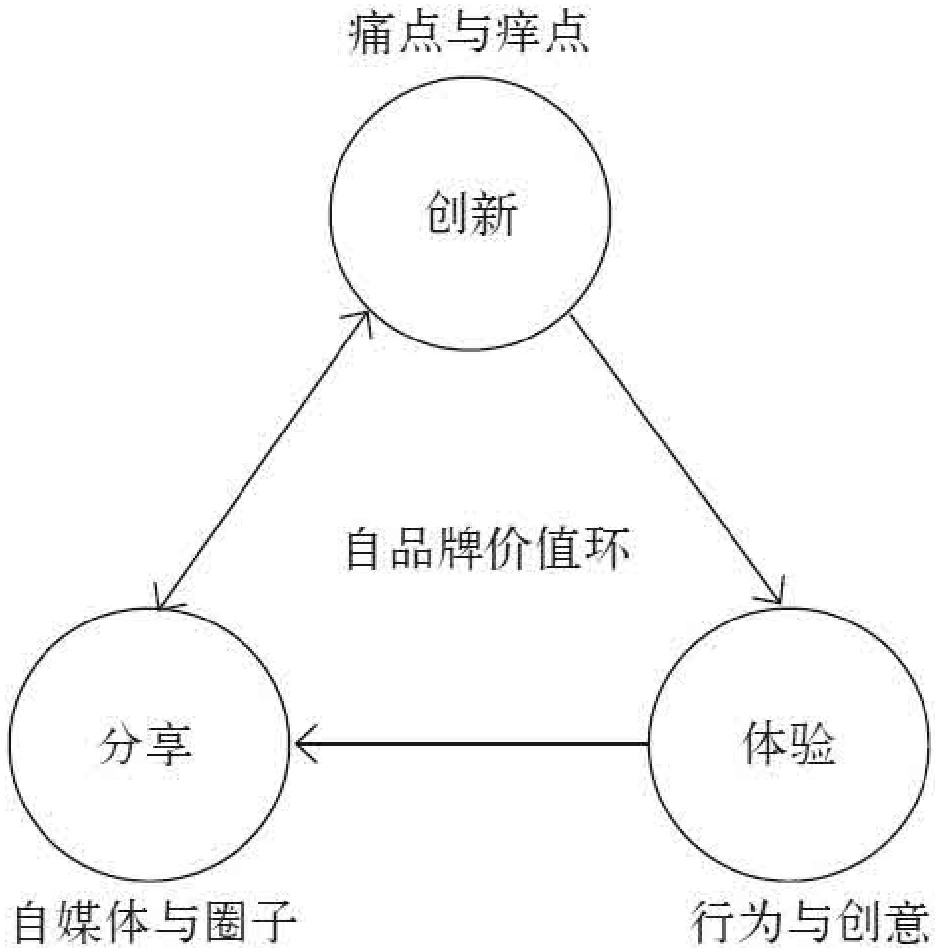
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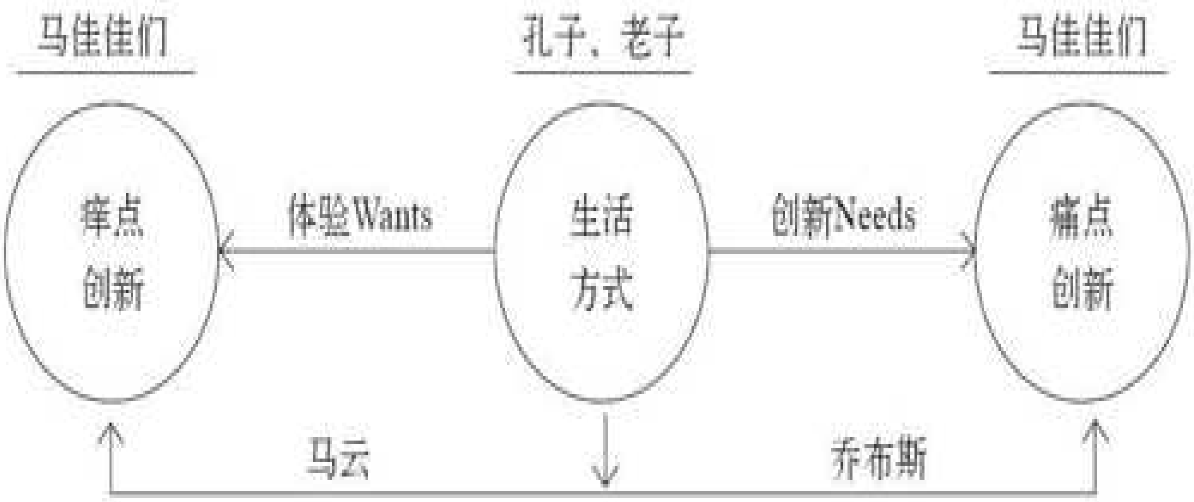
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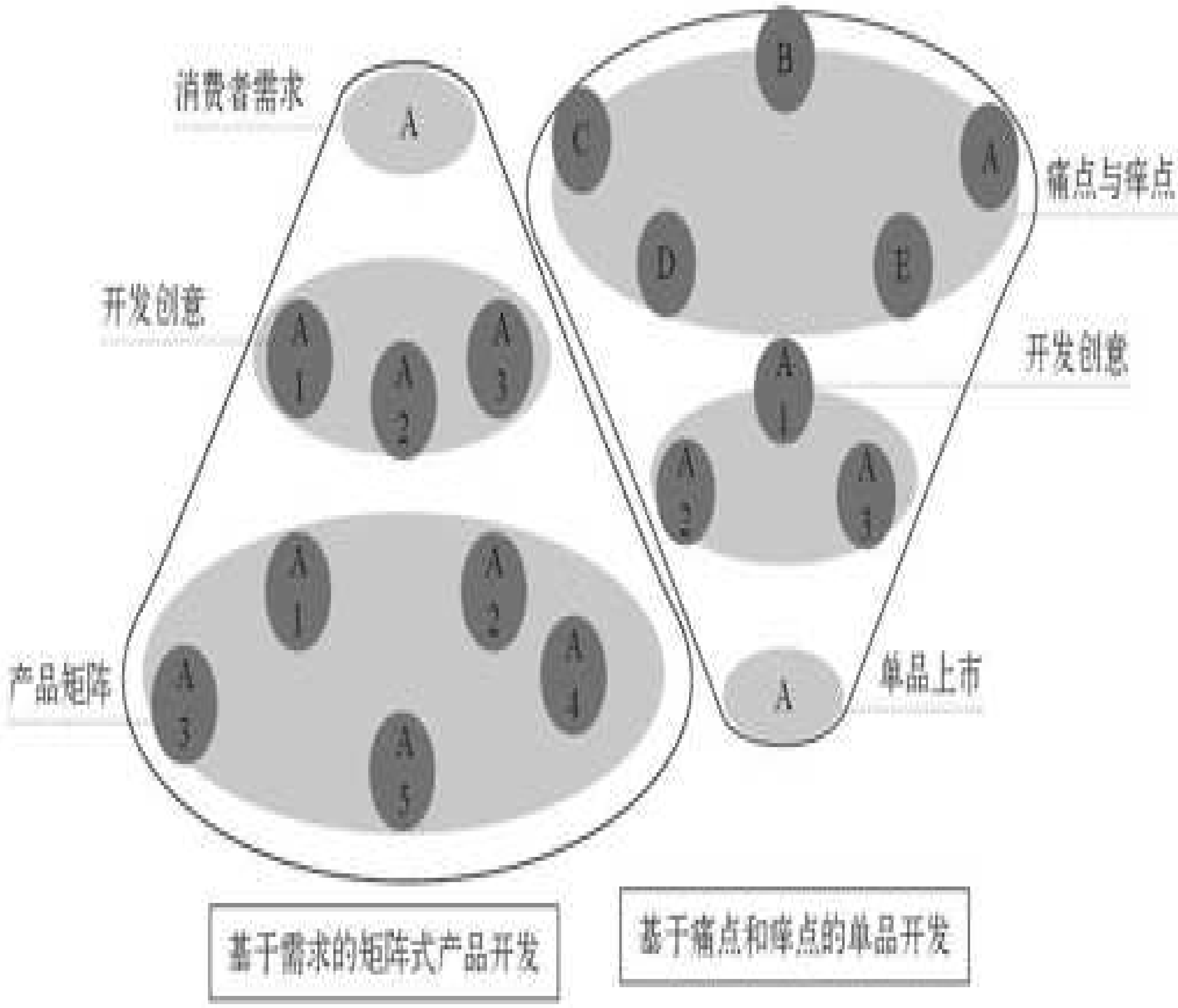
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1. 热点话题预埋
意见领袖扩散
草根大号扩散
2. 正面媒介组合
线上媒介：广告、CPS等
线下媒介：电视、户外
3. 线上口碑服务
监控舆情机会
即时口碑互动
捕捉舆情机会，集中攻打
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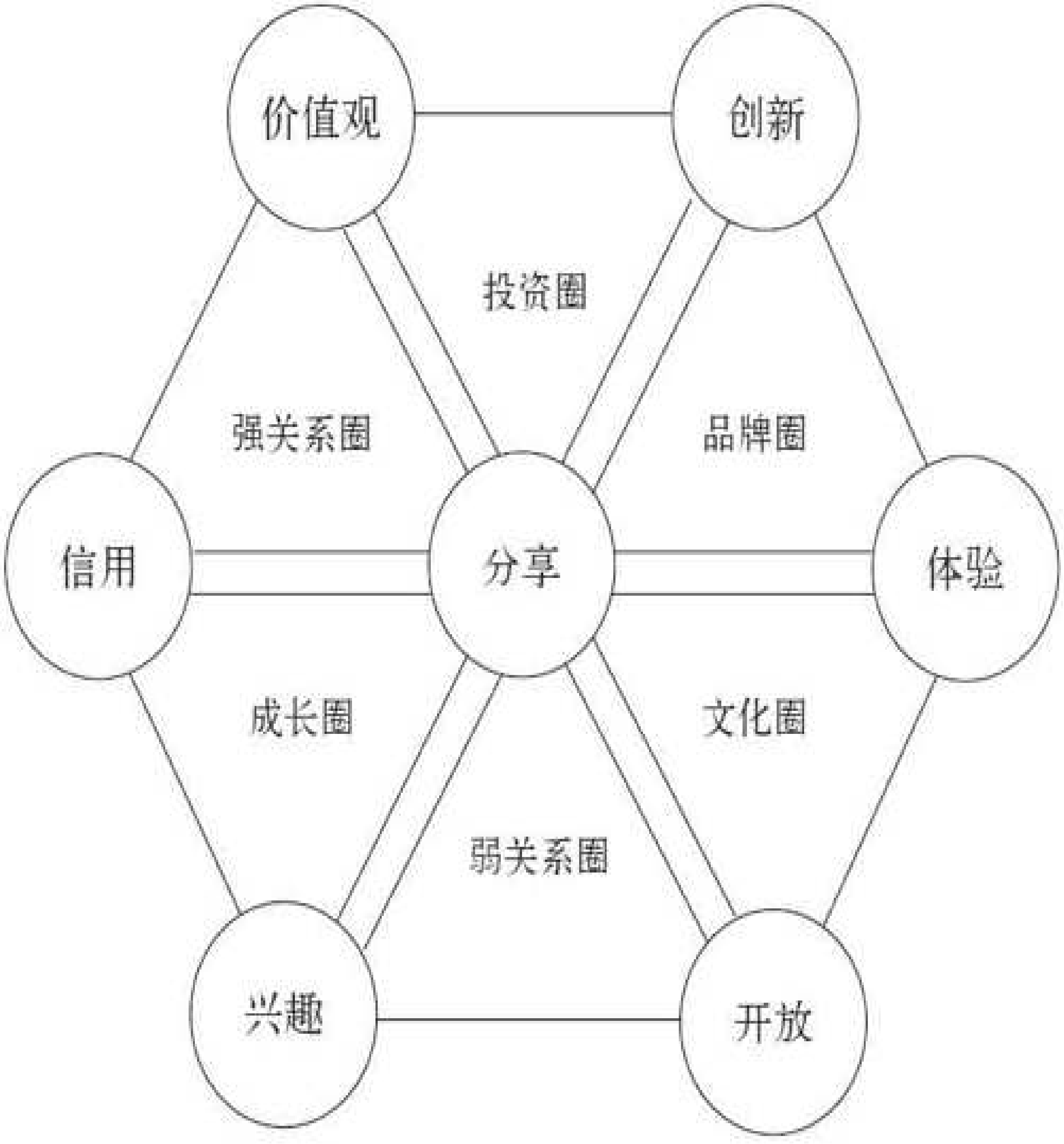
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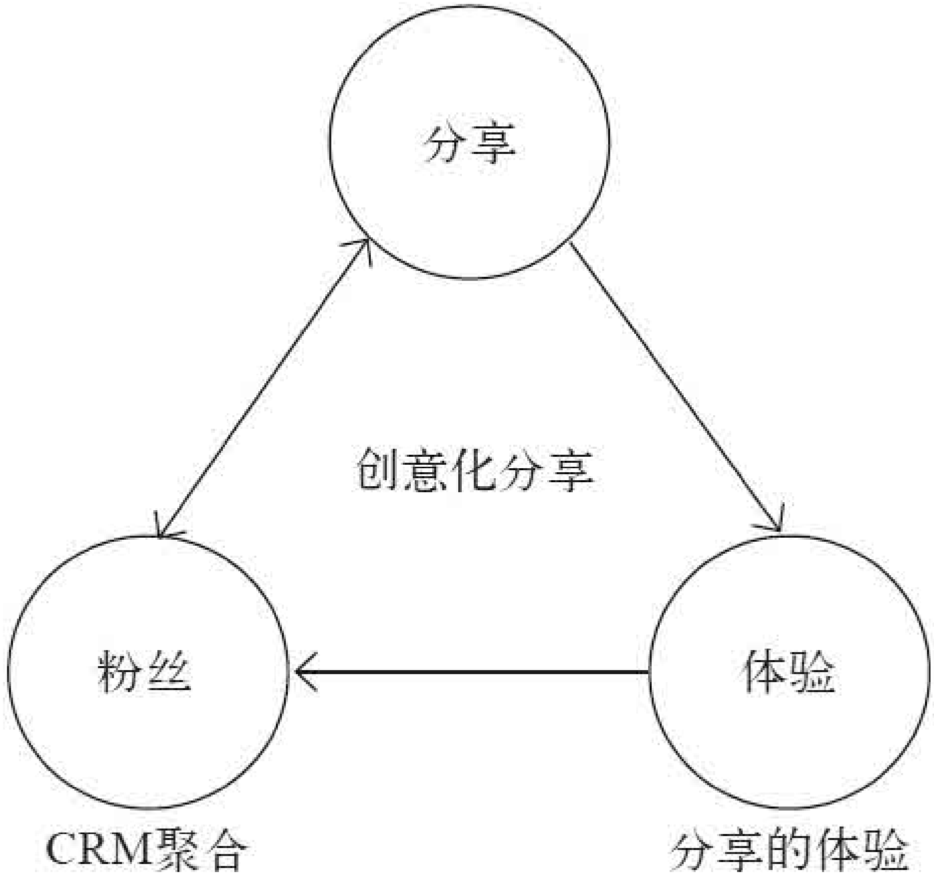
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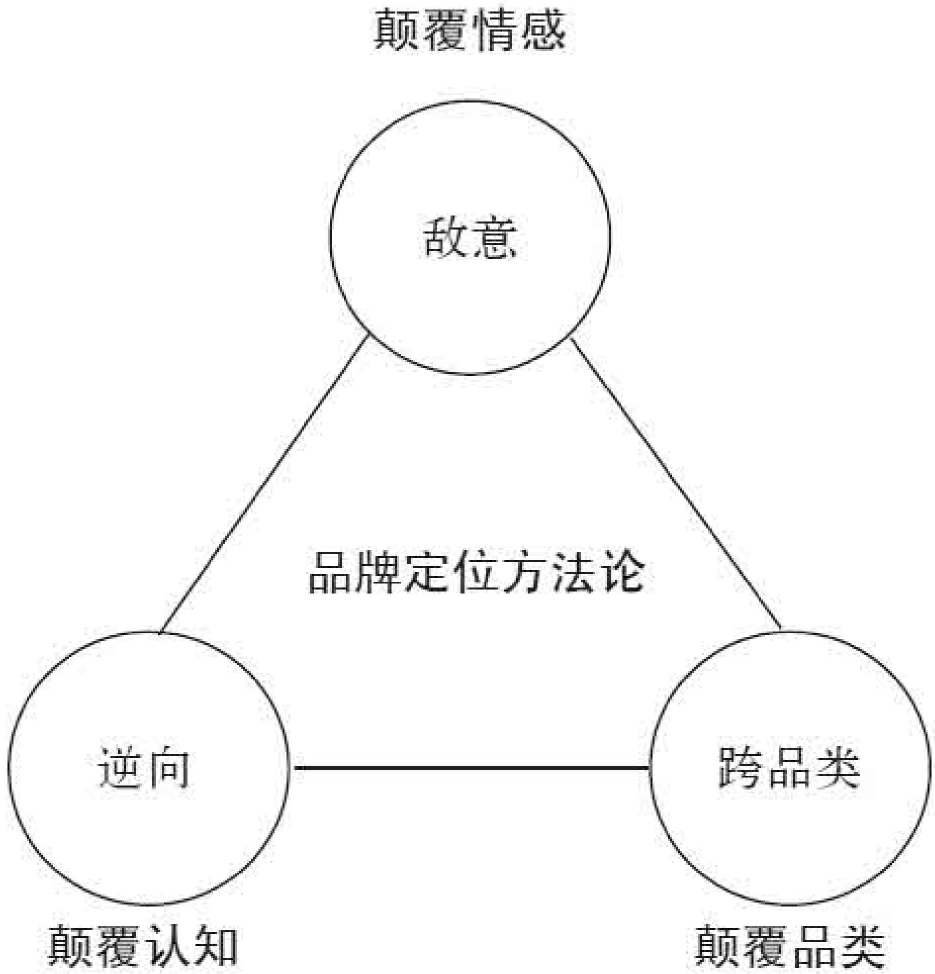
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O2O[illegible]JPlus 4D[illegible]“[illegible]”[illegible]

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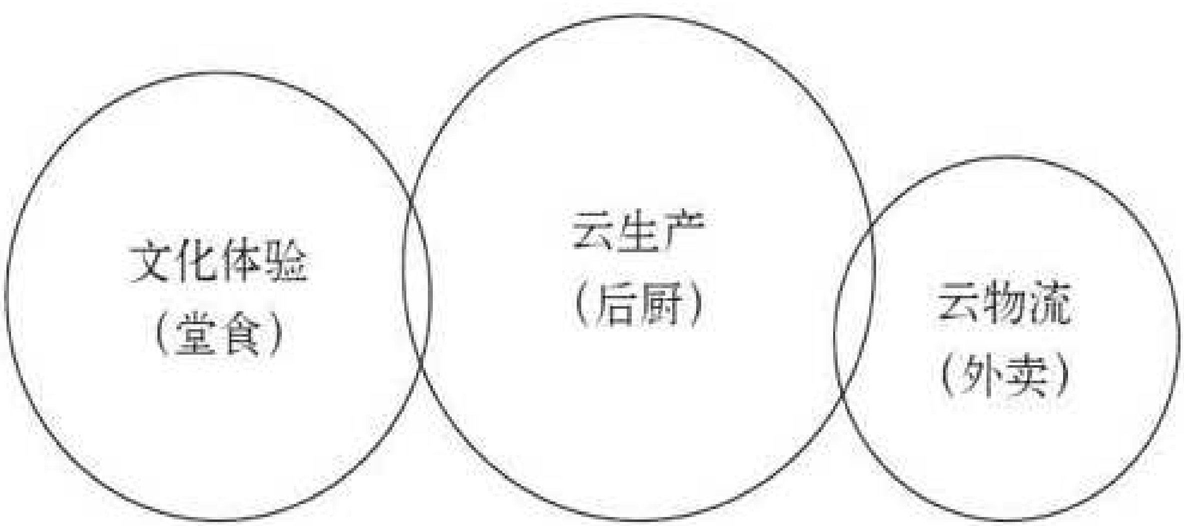
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文化体验
（堂食）
云生产
（后厨）
云物流
（外卖）

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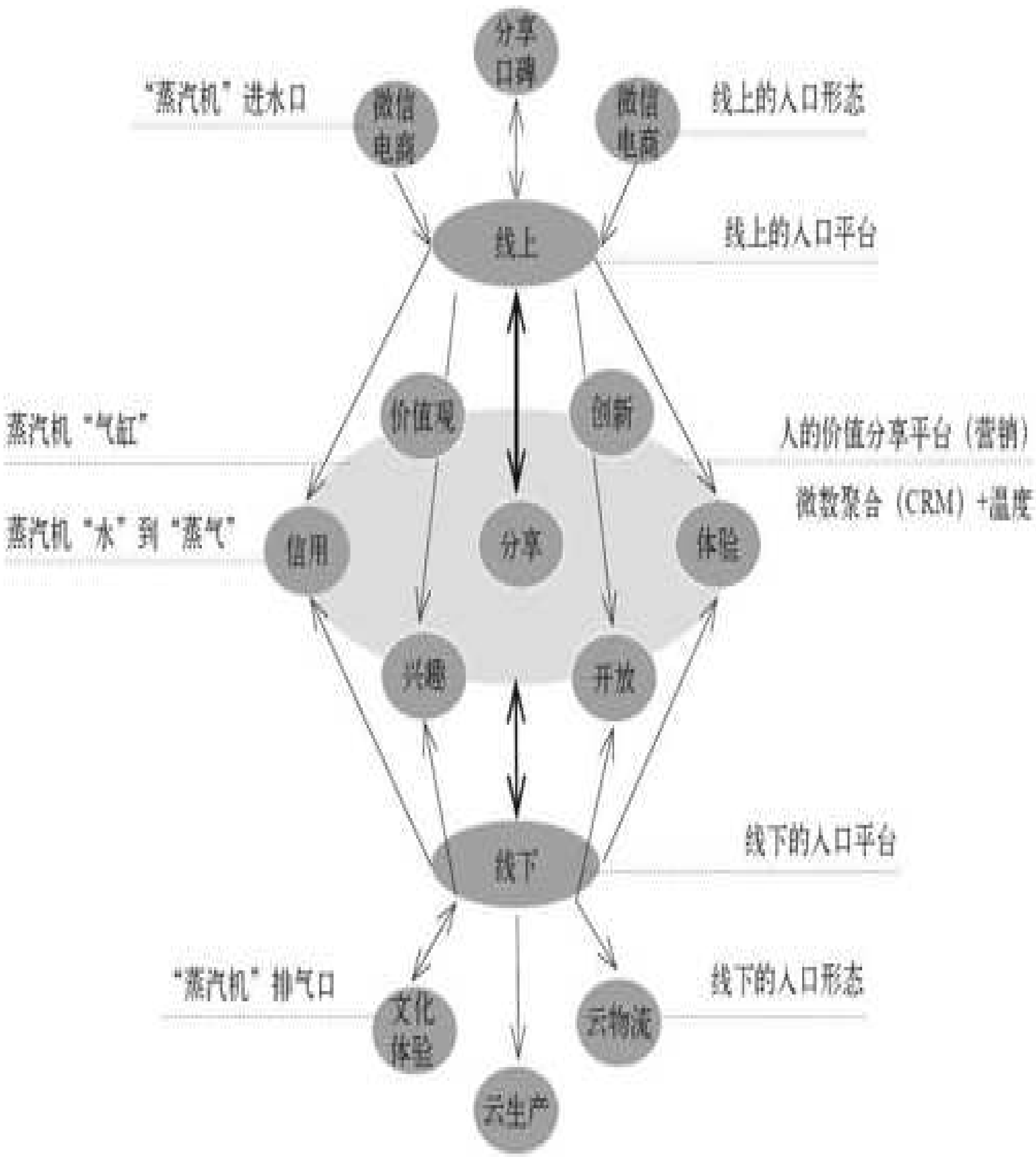
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分享口碑
“蒸汽机”进水口
微信电商
微信电商
线上的人口形态
线上
线上的人口平台
价值观
创新
蒸汽机“气缸”
人的价值分享平台（营销）
微数聚合（CRM）+温度
蒸汽机“水”到“蒸气”
信用
分享
体验
兴趣
开放
线下
线下的人口平台
“蒸汽机”排气口
线下的人口形态
文化体验
云物流
云生产

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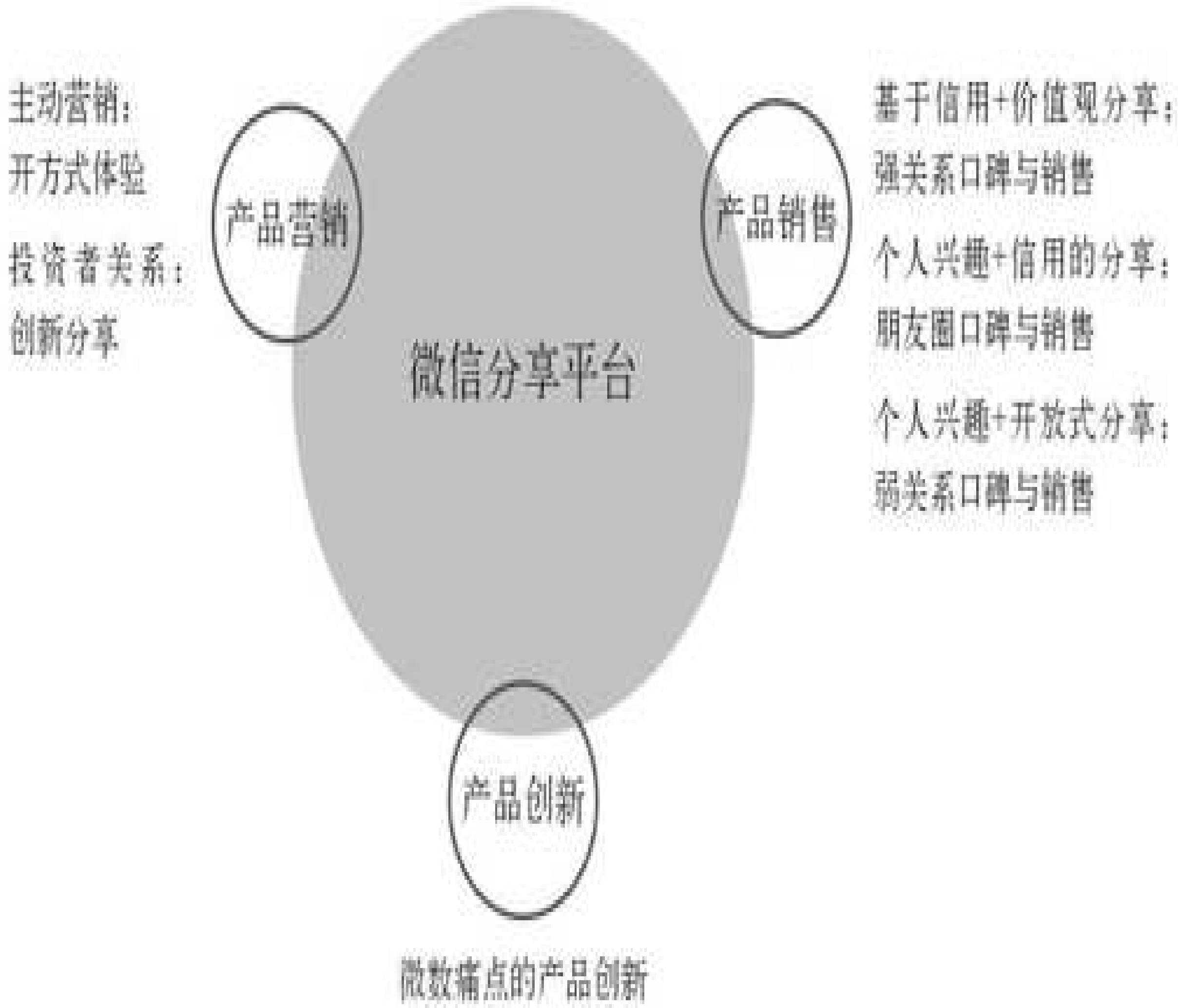
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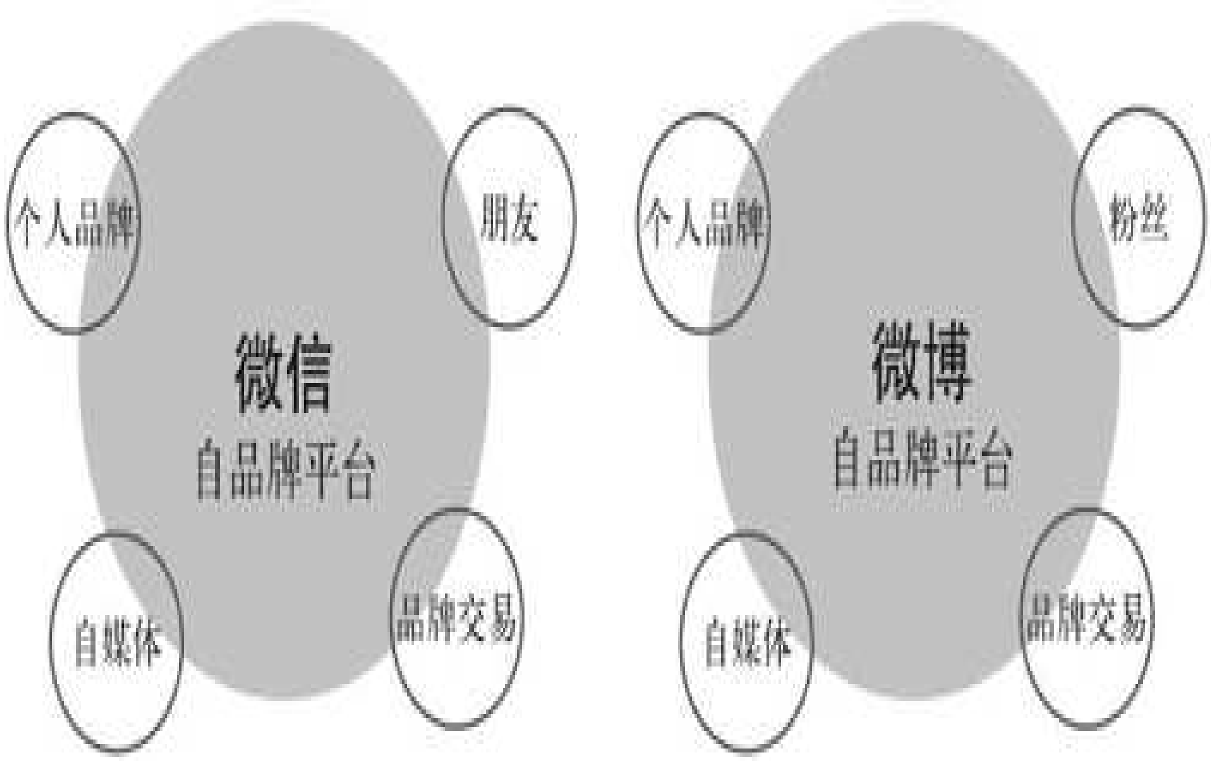
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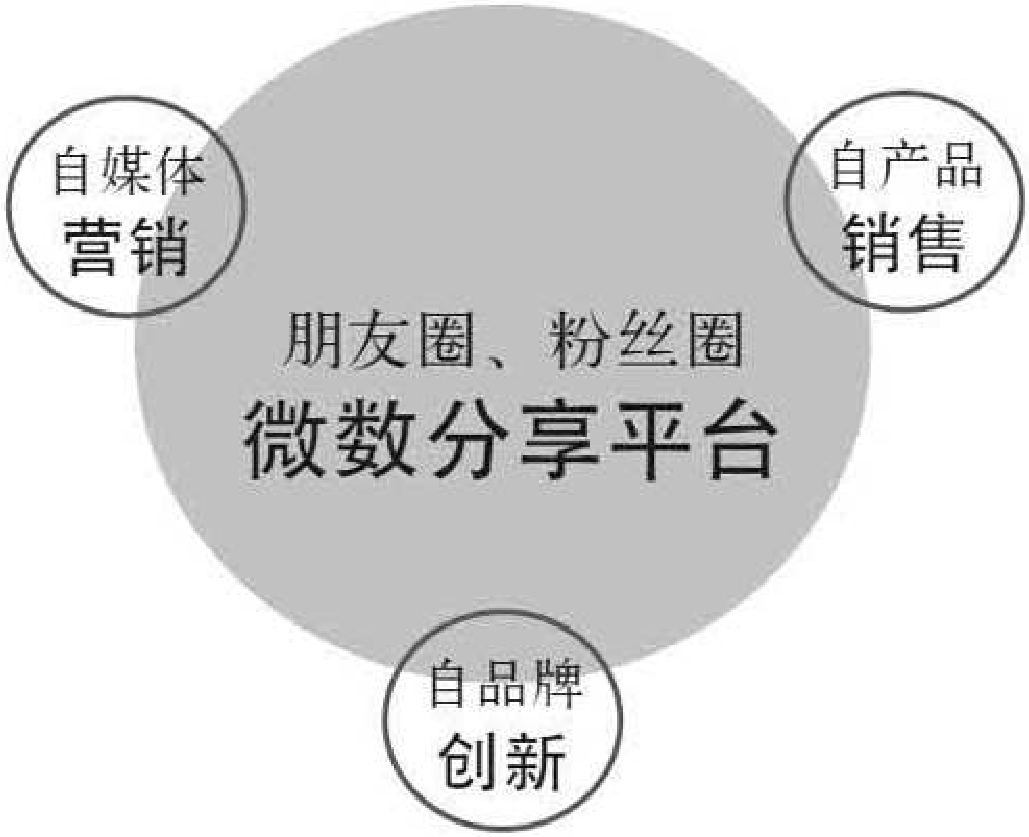
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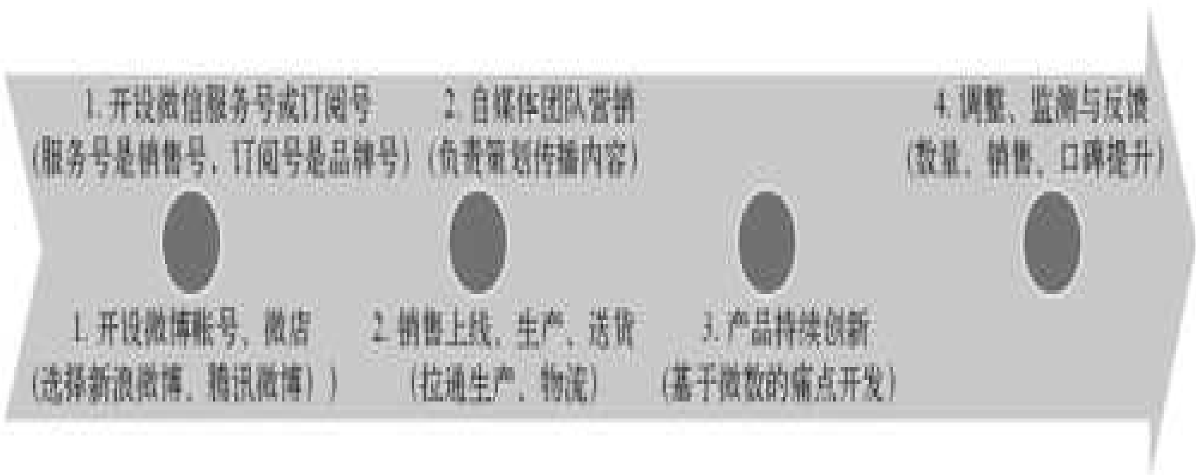
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1. 开设微信服务号或订阅号
（服务号是销售号，订阅号是品牌号）
2. 自媒体团队营销
（负责策划传播内容）
4. 调整、监测与反馈
（数量、销售、口碑提升）
1. 开设微博账号，微店
（选择新浪微博、腾讯微博））
2. 销售上线、生产、送货
（拉通生产、物流）
3. 产品持续创新
（基于微数的痛点开发）

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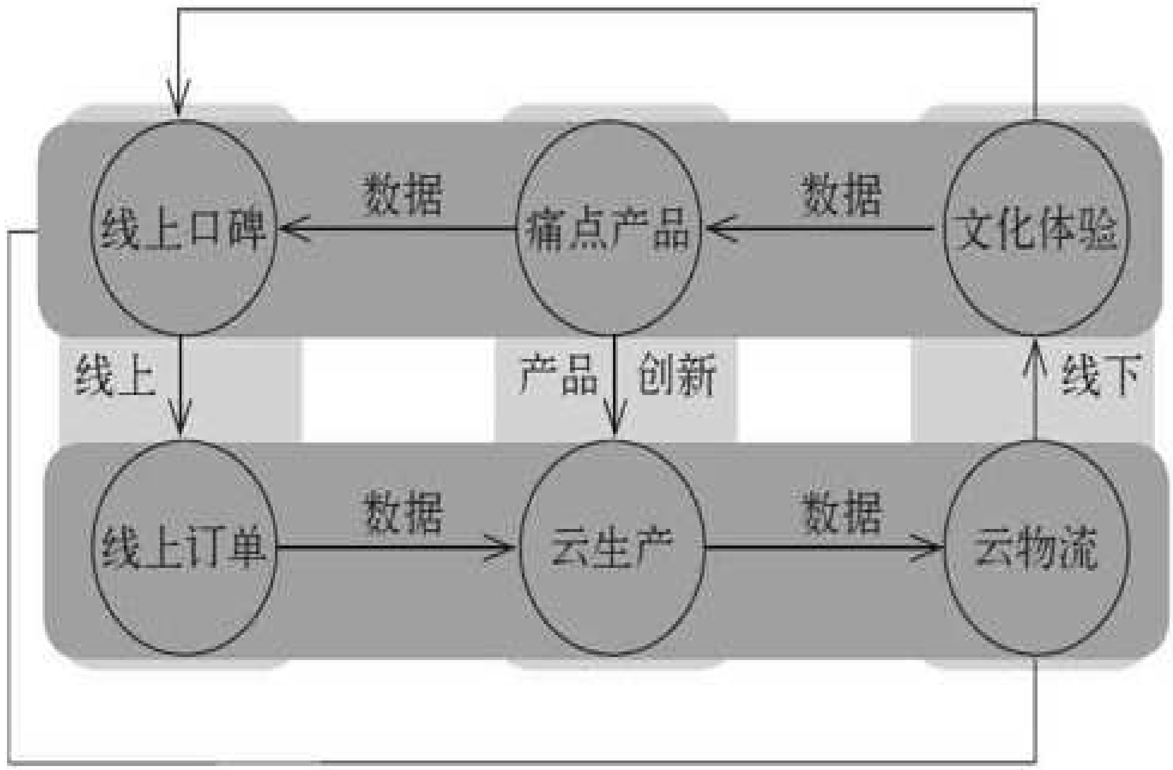
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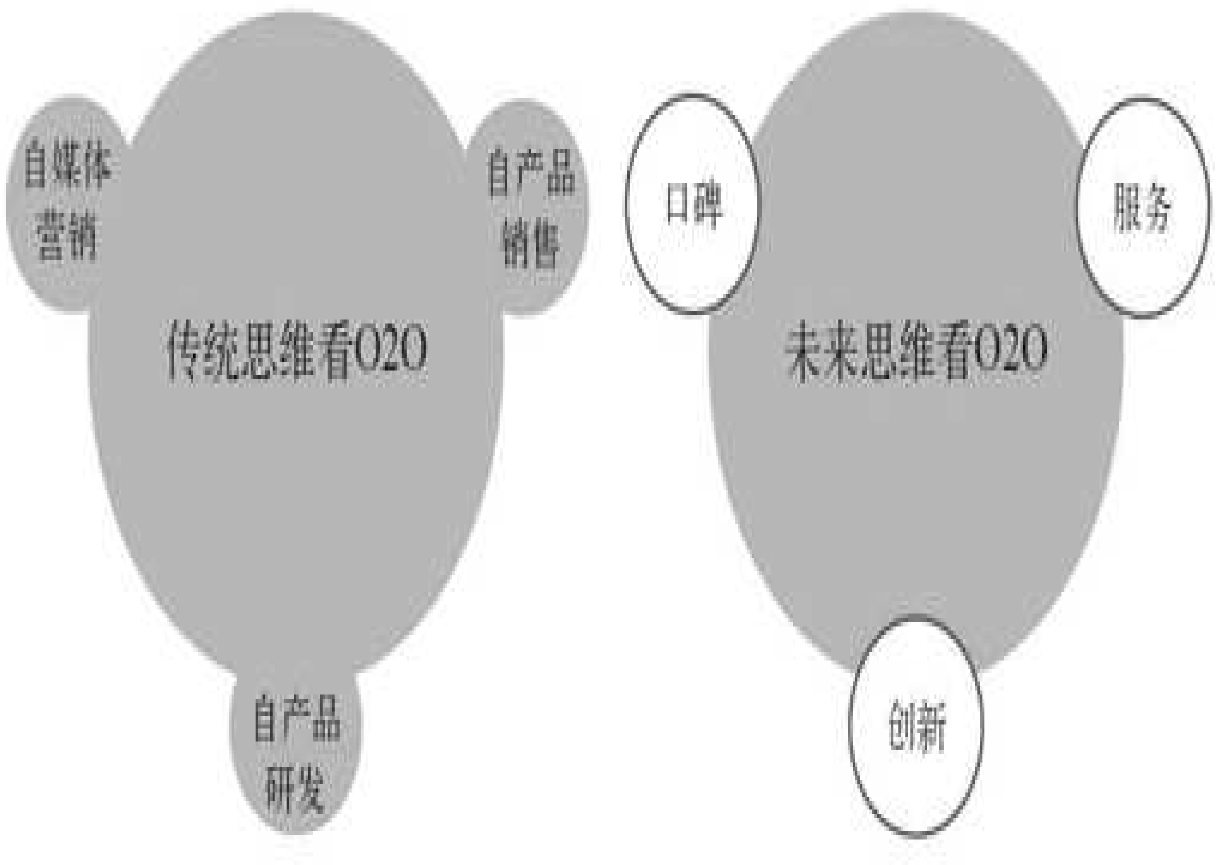
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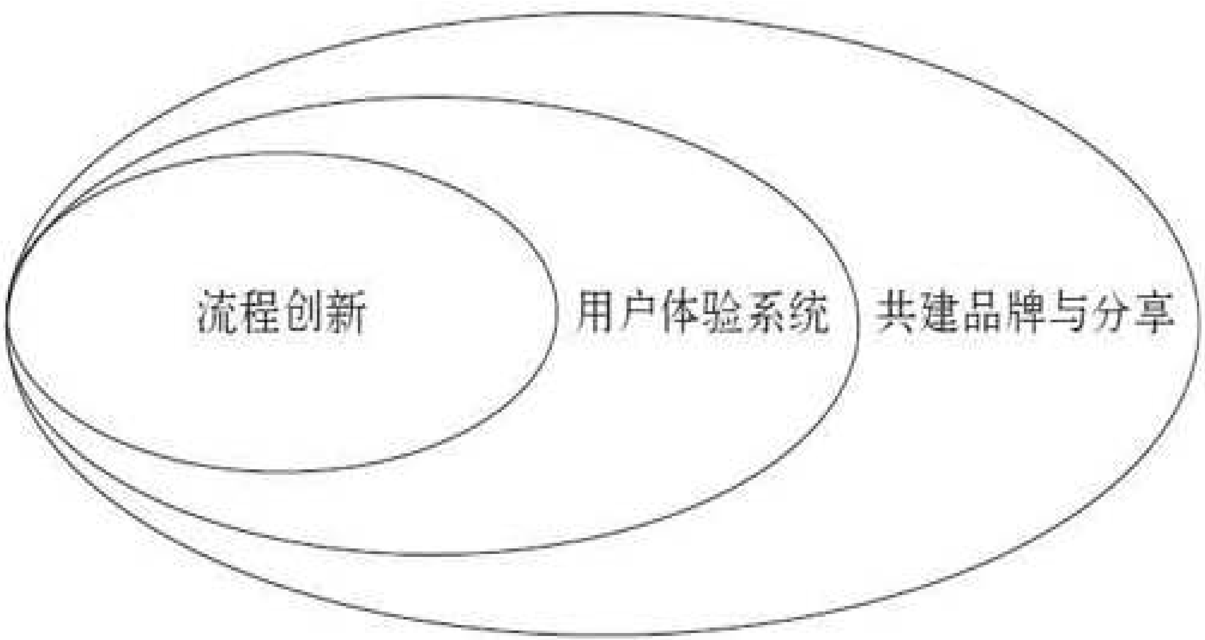
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